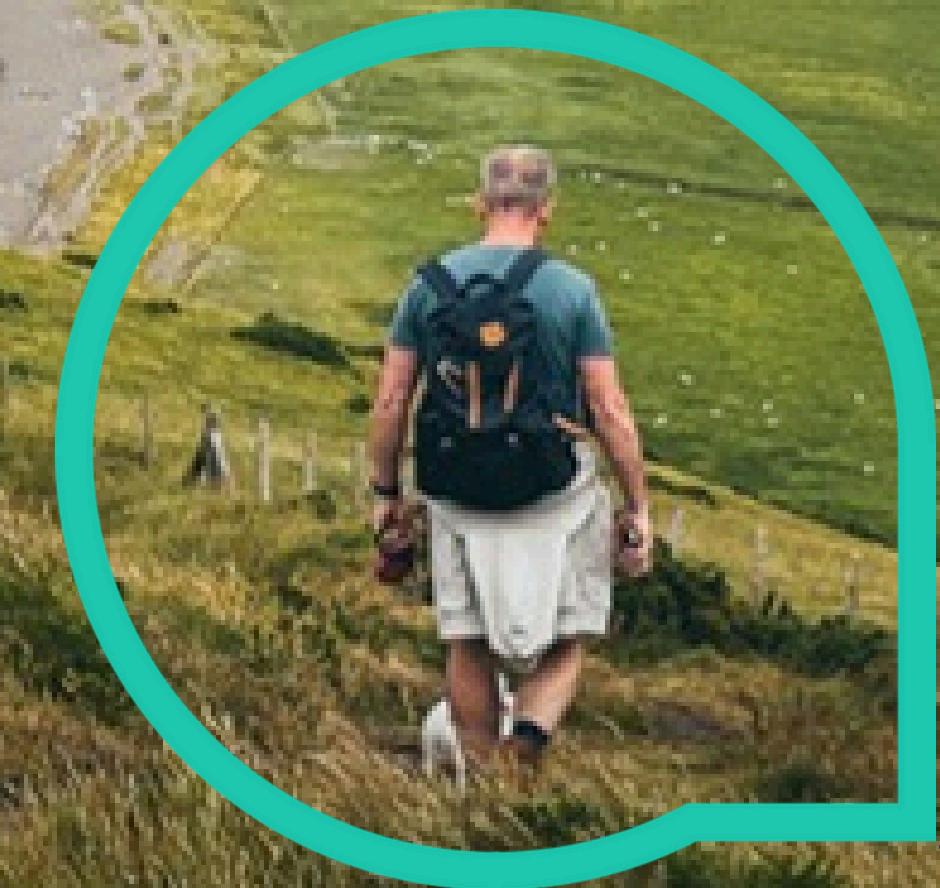




Annual Report 2024-25

Creating opportunities
for exceptional care



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Our founding story

Our Co-Founder and Managing Director, Sam Horwill moved to the town of Machynlleth in Mid Wales in the summer of 2012, following nearly a decade of work in and around the NHS in England. As a citizen of a community at the juncture of three Health Board areas, and through her review of Technology Enabled Care in Wales for the Mid Wales Healthcare Collaborative, Sam soon started to notice the challenges and potential of health and social care collaboration across the country:

- **Variation in approach and provision of services and support**
- **Silo working where organisational culture often failed to place the citizen at the centre of care**
- **Good work was happening in pockets, but examples of national “Once for Wales” implementations were rare**

The Yma story started in early 2019 when Sam brought together a group of like-minded GPs for a two-day conversation: slowing down, connecting with each other, and mulling over some important questions:

- **What do we care about?**
- **What are we seeing in the environment we are working and living in?**
- **What is most important?**
- **What do we have energy for?**

By the autumn of 2019, the seed had been sown. Yma had a founding team, a purpose, a plan, and on 18th March 2020, the company was formed with the ultimate test of collaboration just upon them. A week after the excitement of things being official, lockdown happened and Sam was now home-schooling two young children and trying to get a start-up off the ground.



“We spent our time slowing down, walking, listening to each other, understanding our unique perspectives and exploring.”

Our journey so far...



2020-21

The focus

Founding vision and early identity

Organisational highlights

- Established in March 2020.
- Focused on listening, amplifying voices, and building capacity in project management, facilitation, and service re-design.
- Responded to COVID-19 challenges.

Customers and projects

Swansea University Medical School

– project management of the Primary Care Academy

Practice Unbound – building primary

care capability in clinical documentation and result reviews

Strategic Programme for Primary

care – founded and started hosting the All Wales Cluster Leads Group

Employees 6

2021-22

The focus

Building credibility and capacity

Organisational highlights

- Formalised governance and financial procedures.
- Started delivering commissioned evaluations and service re-designs.

Customers and projects

All Wales Diabetes Implementation

Group – primary care support for care process reviews with Practice Unbound

All Wales Therapeutics and Toxicology Centre (AWTTC) –

GP Engagement review

Strategic Programme for Primary

Care – assessment of self-directed leadership learning resources for primary care

Employees 4

2022-23

The focus

Strategic expansion and cluster leadership

Organisational highlights

- Refreshed purpose to be more person-centred, focused on enabling exceptional care irrespective of the setting.
- Building partnerships to maximise the impact we are making in the system.

Customers and projects

West Wales RPB – Dementia

Wellbeing service review

Marie Curie – evaluation partner for

West Glamorgan Respite Service

Strategic Programme for Primary

Care – review of information sharing in primary care and supporting Accelerated Cluster Development engagement

Employees 4

2023-24

The focus

Implementation and evaluation leadership

Organisational highlights

- Growth of team and reach with our first multi-year contract commission and grant funded work.
- Refinement and strengthening of organisational infrastructure and systems.

Customers and projects

Streamliners UK – implementation partner for the All Wales Community HealthPathways programme

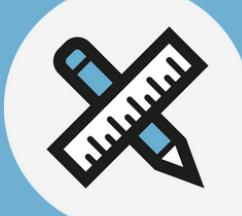
Launchpad – Health Awareness in Farmers project

Flexible Innovation Support Fund – Football Association of Wales and primary care cluster collaboration

Employees 6

Yma is a purpose-led organisation working across public, private and third sectors to create opportunities for exceptional care for the people of Wales.

We support innovation, help organisations demonstrate their real-world impact and understand unwarranted variation in the support they provide the communities they serve.



Design

Innovation and improvement to support person-centred services in health and social care



Learn

Understand and communicate impact on a personal, organisation and system level



Connect

Enabling effective collaboration between people, organisations and systems

How can Yma help?

Implementation Support

- ▶ Pilots and tests of change
- ▶ Large scale implementation
- ▶ Strategic delivery support

Evaluation & Impact

- ▶ Evaluation planning support
- ▶ Data mining and analysis
- ▶ Baseline and impact tracking
- ▶ Qualitative and quantitative analysis
- ▶ Social Return on Investment
- ▶ Narrative creation, data visualisation and reporting

Stakeholder Engagement

- ▶ Mapping key stakeholders
- ▶ Conducting interviews and surveys
- ▶ Facilitating collaboration
- ▶ Organising events and workshops

Who we work with



Public Sector

Collaborating to reduce unwarranted variation, tackle health inequality, and improve outcomes



Voluntary, Community and Social Enterprises

Helping communicate evidence and impact to support sustainable delivery of your service



Private Sector

Supporting local implementation and bringing health and social care innovations to Wales

Public Sector, VCSE and Private Sector

Collaboration, Transparency & Continuous Learning



Design Building a more efficient and consistent system

Our Insight: A national, collaborative approach to service design is the most effective way to reduce variation and improve efficiency.

72% faster than global peers: The "Pathway Sharing by Default" model we support in Wales localises clinical pathways 72% faster than comparable health systems in New Zealand, Australia and England.

The clinician's choice: In a head-to-head comparison, early results show that 55% of clinicians across Wales prefer using the HealthPathways platform we support over other guidance.

"My experience of Yma in the Memory Assessment Service redesign was excellent. They worked as a team to research the subject and drew together local and national experts in a logical, planned, and creative process".

Dr Richard Swain, GP and Cluster Lead

Working in partnership with



HealthPathways



Learn Understanding and communicating impact

Our Insight: Behind every statistic is a human story. By measuring what truly matters to people, we prove a service's impact on individual lives.

Proving what matters: Our evaluation for Marie Curie proved their dementia respite service improved carer emotional wellbeing by 96% and helped 87% feel less isolated.

Demonstrating system value by showing that the Marie Curie service prevented escalation into statutory care in 79% of cases, reducing pressure on the NHS and social care.

"The in-person workshop, held by the Yma team was a fantastic opportunity and as ever it was expertly run. I always leave the workshops feeling ready to face any challenges that may be ahead but also knowing we're fully supported".

Bethan Clift, Principal Programme Manager,
NHS Performance and Improvement.



Connect Enabling effective collaboration

Our Insight: Progress happens when the right people connect — whether to solve a complex local issue or to build a national movement for change.

Unlocking system-wide frustration: Bringing together 61 senior stakeholders in North Wales to diagnose systemic barriers and co-design an actionable roadmap for the Accelerated Cluster Development programme.

Powering national collaboration as the collaborative engine for HealthPathways. By May 2025, the platform had recorded over 1 million page views, with 74% of clinicians at live sites actively using it – contributing to creating a single, trusted source of clinical guidance.

"[Yma] are able to bring together different stakeholders to work towards a shared agenda delivering innovation for improved patient outcomes with a focus on evaluation."

Dr Huw Williams, GP and former Cluster Lead



To find out more, or discuss your ideas, please get in touch:
01970 823003 www.dymani.cymru

2: A year in focus

This financial year has seen the final step in our organisational transition from start up to SME. As a not-for-profit social consultancy our total revenue since incorporation has now tipped over the £1 million mark, meaning that Yma has been able to:

- Create 11 high quality jobs in Mid and West Wales
- Support the design of person-centred services, sharing what we learn and connecting people with each other and resources
- Build up financial reserves to support the stability of our business into the future

Our offer to the health and social care system continues to evolve as we build our network of stakeholders and portfolio of projects.

A regular theme across our work this year is the impact and importance of engagement and evaluation activities, which are often underestimated in scope and complexity and undervalued in resources and priority.

The capability and capacity to design and deliver impactful engagement and evaluation functions in a system that is under financial and operational pressure is an ongoing challenge. Despite a difficult environment, our team has delivered.



HealthPathways

The All-Wales HealthPathways programme, delivered alongside our partner, Streamliners, and in collaboration with the NHS Performance and Improvement team, is an example of where engagement has always had highest priority. Whether it's weekly operational check-ins with Health Board teams, monthly newsletters that celebrate and inform, or working with National Clinical Leads and their networks – we aim to keep stakeholders well connected and engaged with the programme's progress, fostering collaboration and shared learning.

Connecting Stakeholders



Marie Curie

Gathering insights

Our work with Marie Curie has been instrumental in gathering valuable insights through interviews with companion volunteers. By conducting these conversations, we have been able to understand the personal fulfilment volunteers experience from supporting people living with dementia. This feedback has provided essential data to improve and further develop the Dementia Care and Respite Service in West Glamorgan. Carers and volunteers feel comfortable sharing their experiences in detail, leading to a deeper understanding of the service's impact.



Bwrdd Partneriaeth
Rhanbarthol
Gorllewin Cymru
West Wales
Regional Partnership
Board

Involving Stakeholders

We hosted a series of workshops for our local RPB this year, with the aim of creating a shared sense of purpose and priority. We invested time in meeting with people individually ahead of group conversations and creating the environment in sessions where people could share what they needed to, to be willing and able to participate. Observing who engaged with each method of communication or activity helped us to involve more people by tailoring our approaches to their preferences.

Being guided by our purpose and values has provided the firm ground we have needed to navigate this year. To our dedicated team, partner organisations and community of friends and allies, I extend my heartfelt gratitude. Your support and belief in Yma is the cornerstone of our success.

"In Africa there is a concept known as 'ubuntu' - the profound sense that we are human only through the humanity of others; that if we are to accomplish anything in this world it will in equal measure be due to the work and achievement of others."

Nelson Mandela

This annual report is a moment to reflect and celebrate not just the contribution that Yma has made, but the contributions of all the teams working across Wales in 2024/25, enabling exceptional care, now and for future generations.



Sam Horwill
Managing Director

3: Our Impact and Value

Health and social care is being redefined by the drive for integration, sustainability and equity, with prevention at the heart of future models.

Against this backdrop, Yma's role is clear: we help the people we work with make sense of complexity and move forward with confidence. We do this by designing new ways of working with them, learning through evidence and evaluation, and connecting people and ideas so that change takes root.

This integrated approach is not just programme delivery – it is our contribution to the wider social value of public service in Wales. Together, we aim to support building a system that is more resilient, more connected, and ultimately healthier for everyone.

Accelerated Cluster Development in BCUHB – National to local reflection



Intended Benefit	Realised Benefit	Impact to Yma
To support primary care clusters by creating an opportunity to reflect on autonomy, support to design local solutions, make transparent decisions, and collaborate across health and care.	A shared vision and evidence-informed roadmap were created, identifying clear priorities for governance, local autonomy, and communication. This has given partners practical next steps to unlock the potential of cluster working.	Demonstrated Yma's ability to convene diverse stakeholders, capture honest insights, and translate them into actionable recommendations—reinforcing our role as a trusted partner in system redesign and facilitation.



The Yma team brought programme expertise and clear communication with a strong collaborative approach from the outset.

They worked closely with all partner organisations and successfully brought together a wide network of professionals for a face-to-face workshop which had positive feedback from attendees.

Rachael Page

Associate Director of Primary Care Strategy

 **Design**

Shaped and delivered a multi-stakeholder workshop with 70–80 participants, co-designed around the nine building blocks of ACD to surface honest insights.

 **Learn**

Generated evidence through interviews, surveys, and workshop discussions, distilling six pillars and four priority recommendations to guide system change.

 **Connect**

Brought together clinicians, managers, and wider partners across primary care, building momentum and a shared commitment to integrated, locally led solutions.

3: Our Impact and Value

West Wales Regional Partnership Board



Intended Benefit	Realised Benefit	Impact to Yma
To help the RPB develop a clearer, shared purpose and strengthen how members work together in driving regional health and care improvement.	The project provided space for open dialogue, reflection, and practical next steps. Members began shaping a shared understanding of the RPB's role and identifying ways to make meetings and communication more effective.	The work deepened Yma's understanding of partnership dynamics and strengthened our approach to facilitation, governance, and supporting multi-agency collaboration.



**Design**
A structured, two-phase approach combined interviews, document review, and co-hosted workshops to encourage reflection, build trust, and translate insight into action.

**Learn**
Strong engagement depends on clarity of purpose, consistent participation, and space for reflection. Open, well-facilitated discussions enable shared ownership of change.

**Connect**
Progress happens when the right people connect. By creating a structured environment for open dialogue, further strengthening a collaborative approach to solving regional challenges.

“It been a very positive and enjoyable experience working with you all in recent months.

Kim Neyland
Strategic Partnership Manager

3: Our Impact and Value

Marie Curie – Dementia Respite Service Evaluation



Intended Benefit	Realised Benefit so far...	Impact to Yma
Improve care for people and families by giving Marie Curie clear, evidence-based insights to refine services and support funding reporting.	Delivered actionable findings that informed targeted improvements – helping services be more effective and responsive. Supported ongoing funding by providing meaningful assets for reporting	Reinforced Yma's reputation as a trusted evaluation partner to large VCSE organisations, providing evidence that translates into better care and more sustainable services.

 **Design**

Built a bespoke evaluation framework to test impact and value of a key service in Wales.

 **Learn**

Generated clear, actionable evidence on strengths and areas to enhance in formats that worked best for our customer.

 **Connect**

Linked frontline delivery with strategic decision-making so future development is guided by robust insight.

Macmillan Cancer Support – Breast Cancer Pathway improvements



Intended Benefit	Realised Benefit so far...	Impact to Yma
Gather patient and staff experiences, and use them to co-create bespoke improvements to the pathway in HDUHB.	Macmillan and HDUHB have worked with Yma to create interview frameworks, a system for staff to book time to talk to the project team, and launched our patient survey	Demonstrated Yma's experience in creating frameworks for meaningful conversations, and develop a bespoke feedback collection system while keeping data security at the forefront

 **Design**

Developed a bespoke feedback framework to gather detailed patient and staff experiences sensitively.

 **Learn**

Early feedback informed ongoing development of the frameworks and processes to iteratively improve the participation experience.

 **Connect**

Created a cross-organisational project team working collaboratively in shared online spaces to deliver the project.

3: Our Impact and Value



All Wales Community HealthPathways Programme



HealthPathways

Intended Benefit	Realised Benefit so far	Impact to Yma
Give every patient timely, consistent care by equipping clinicians with locally agreed, evidence-based guidance.	A live system with 1,000+ nationally agreed, localised clinical pathways across Wales is reducing unwarranted variation and building confidence in referrals and treatment.	As national implementation partner, Yma sits at the heart of digital health transformation, delivering complex programmes at scale.



Yma has been an invaluable resource to support our implementation of Community HealthPathways and we have developed a great relationship with the team. They have facilitated collaborative working across organisations to help shape and develop the HealthPathways programme on a national level.

Design

Co-designed and implemented a “share by default” approach to spread best practice and avoid duplication.

Learn

“Emerging Benefits” reports turned activity into value, evidencing impact for stakeholders and impact data was collated into near-time Evaluation dashboard.

Connect

Enabled collaboration between primary and secondary care clinical communities across every health board.

On a local level they have provided practical help, support and reassurance whilst acting as critical friend where needed.

Heather Smith
CTMUHB Programme Manager

3: Our Impact and Value



Community HealthPathways Evaluation



HealthPathways

Intended Benefit

Realised Benefit so far...

Impact to Yma

Support the NHS in their evaluation of the CHP programme in Wales by lending resource and expertise to identify, collate and analyse data relevant to the programme's first years.

Delivered the What Matters To Us? Framework, which brought together stakeholders to create a common set of metrics against which the programme could be assessed, and displayed them in a dashboard with Here

Developed our ability to support stakeholders in identifying what is important to them, and creating a bespoke data output to support the programme. Created a cross-Health Board survey, which gathered more than 100 responses.

SFIS Community Wellbeing Hubs



Llywodraeth Cymru
Welsh Government



Cardiff South West
Primary Care Cluster
Health & Wellbeing in your Community

Intended Benefit	Realised Benefit so far...	Impact to Yma
Support the NHS in their evaluation of the CHP programme in Wales by lending resource and expertise to identify, collate and analyse data relevant to the programme's first years.	Delivered the What Matters To Us? Framework, which brought together stakeholders to create a common set of metrics against which the programme could be assessed, and displayed them in a dashboard with Here	Developed our ability to support stakeholders in identifying what is important to them, and creating a bespoke data output to support the programme. Created a cross-Health Board survey, which gathered more than 100 responses.

Intended Benefit	Realised Benefit so far...	Impact to Yma
Pilot the use of grassroots sports venues as locations from which to deliver primary care activities	Pilot delivered lifestyle medicine to people newly diagnosed with Type 2 Diabetes in Ely Rangers football club. Patient outcomes were positive where patients engaged fully with the programme.	Exercised Yma's abilities to bid for and manage WG funding. Developed understanding of Cluster resources to support projects, and created a collaborative partnership to take us to Level 2 funding.



Design

Build a bespoke framework to identify and collate metrics based on available data and the topics that were important to stakeholders



Learn

Understood more clearly the data landscape around CHP in Wales, and what Health Boards were doing to support their own evaluations



Connect

Created a working group of the NHS Executive, CAVUHB, Yma and Here to understand the data landscape, and produce a dashboard that would support everyone.



Design

Designed and delivered a pilot service using the resources available in the cluster



Learn

Learnt what it takes to design services from end to end. Learnt more about cluster resourcing and where others might need support



Connect

Created a collaborative team of motivated people that have maintained momentum through a long application and delivery process



49

Interviews give people a **voice**. They help us understand real experiences, uncover insights, and shape services that reflect what matters most to those we support.

Surveys help us listen at scale. Turning stakeholder feedback into data we can **act on** – driving smarter decisions, inclusive engagement, and better services.



205

Survey responses



46

Reports created to guide and inform direction



15

Workshops / Events

Over the past 12 months, Yma has delivered a wide range of services across Wales. Every workshop, report, and conversation is a step toward a more connected, learning health system



107

Newsletters

56

Collaborative sessions with Clinical Networks and CIN's.

500

Programme meetings held

Stakeholder engagement builds momentum. It strengthens collaboration, speeds up decisions, and keeps everyone focused on what **matters most**.

Social Return on Investment (SROI) Analysis – Powered by the Social Value Engine

At Yma, we believe that impact goes beyond numbers, it's about people, communities, and long-term change.

That's why this year, we've taken a big step forward in understanding and communicating our social value by adopting the **Social Value Engine**.

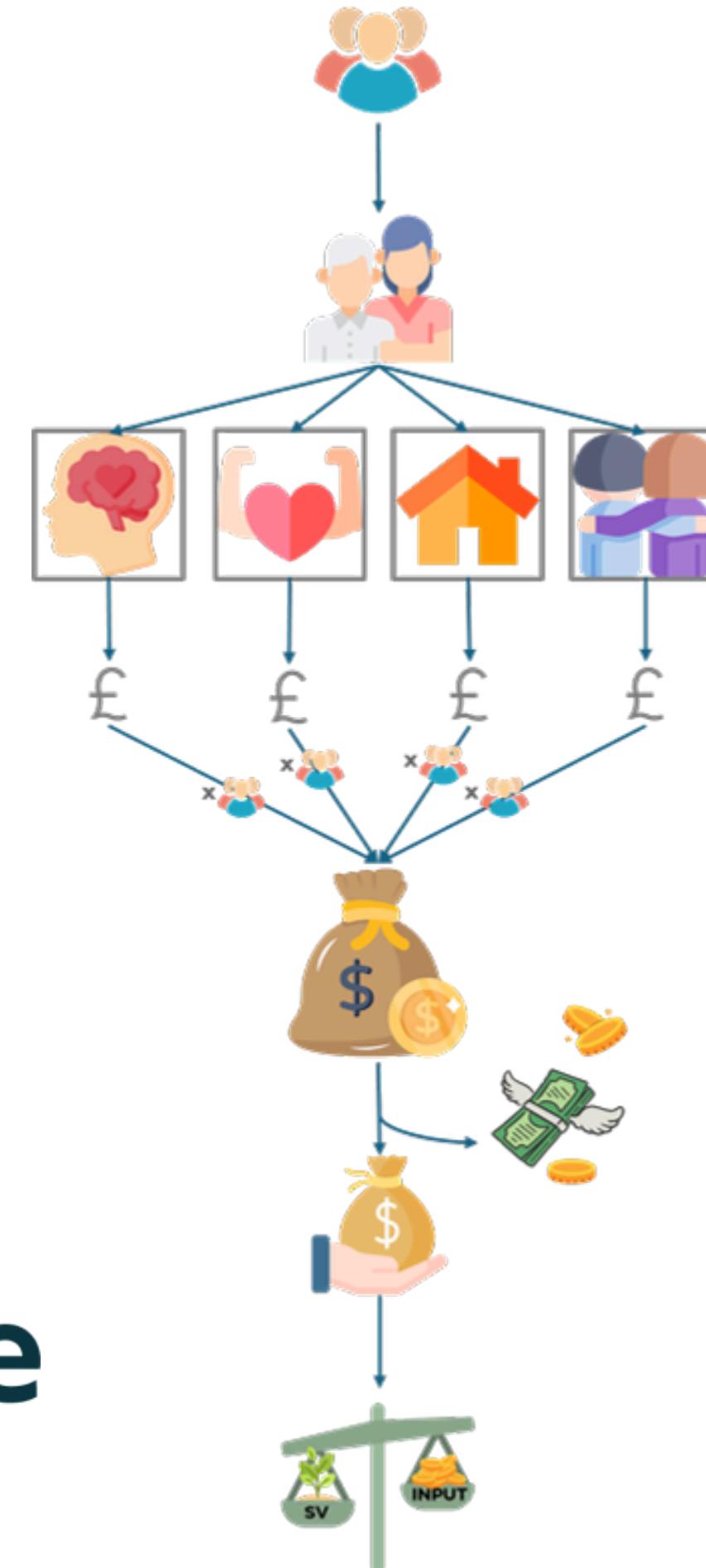
This accredited tool, developed in line with Social Value International's standards, enables us to measure the broader benefits of our work from improved wellbeing and stronger communities, to better access to services.

It gives us a clearer picture of the difference we're making and empowers us to help others do the same.

As Welsh Government continues to promote the use of social value calculations, Yma is proud to be at the forefront, supporting organisations to understand, articulate, and grow their impact.



Social Value Engine



Stakeholder
People or groups that are affected by an activity

Activity
This can be a service, a project, an organisation

Outcomes
The changes stakeholders experience as a result of the activity

Proxies
Estimated financial values assigned to each outcome based on evidence

Total social value
Multiply the £ value of each outcome by the number of stakeholders that experienced them

Deflation
Account for factors that overestimate the return. Ask: What would have happened anyway?

Impact
This is the true social value generated by the activity

Social Return on Investment
Compare the impact of the activity to the resources invested into it, often expressed as a ratio.

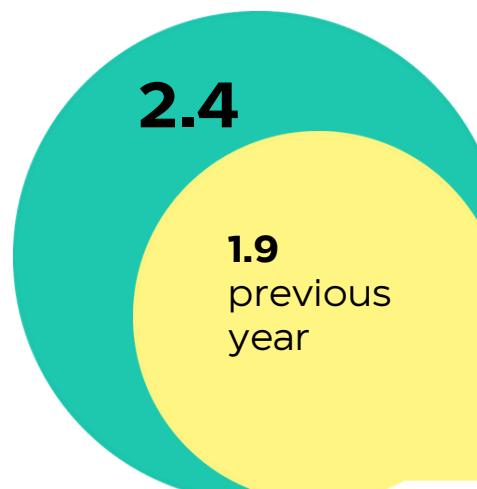
4: Our Financial Performance

PJE Accountants and Advisors have produced our year end accounts for 2024/25.

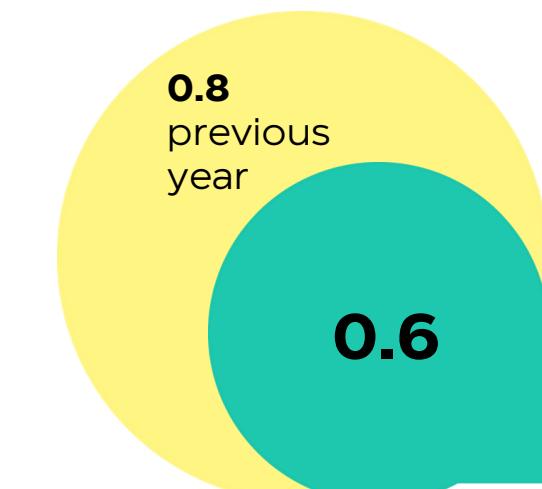
Yma concluded the year with an operating surplus of £51,550 and a net surplus (after tax and depreciation) of £38,778.

Balance sheet metrics have improved compared to last financial year with an increase in assets and a reduction in liabilities:

Liquidity ratio
(Current Assets/Current Liabilities)



Debt to Asset ratio
(Current Assets/Current Liabilities)



5: Our Engine

Our people
Our events
Our training
Our teamwork
Our awards



First aid training day

Yma stand at Royal Welsh Show 2024



Celebrating Yma's 5th birthday



Rural Health & Care Wales conference



Shwmae day
celebrations

NHS Sustainability Awards



5: Our Skills - Growing Together at Yma



At Yma, we believe that developing new skills is at the heart of our impact both for our team and the communities we serve.

Over the past year, our staff have embraced new challenges, learned from each other, and grown in ways that have strengthened our work. Here, we share a glimpse into four personal journeys each highlighting a different skill developed at Yma.

Read the full stories on our website to discover more about the people behind our progress.



Lisa Building Confidence in Facilitation

“Facilitation wasn’t something I had any experience in before joining Yma... At first, it was daunting. But through being involved in so many different sessions, I’ve had the chance to learn by watching how others facilitate, trying things out, and slowly building up the confidence to take the lead when needed.”

“What I’ve come to realise is that facilitation isn’t about being the loudest voice in the room, it’s about creating the conditions for good conversation.”



Read **Lisa’s story** on our website



Ewan Learning the Art of Interviewing

“Before I joined Yma, I’d never conducted a formal interview. Yet within weeks, I found myself embedded in the project team evaluating Marie Curie’s West Glamorgan Dementia Service, speaking directly with carers and volunteers... Now, 60 interviews later, I genuinely look forward to each new conversation. These interviews offer a rare space for people to speak openly about the challenges they face daily.”



Read **Ewan’s story** on our website

5: Our Skills - Growing Together at Yma



Clare Mastering Thematic Analysis

“Over the past several months, Yma has been developing our thematic analysis processes by incorporating the use of Qualcoder, a data analysis software. Not only was this software new to Yma, but the entire idea of thematic analysis was new to me...

Having begun the year not even knowing what thematic analysis was, I feel very proud of the skills I’ve gained and the confidence I now feel at the prospect of learning new systems.”



Read **Clare’s story** on our website



Sarah Social Return on Investment

“Over the past year I have had the opportunity to learn about social value and how Social Return on Investment (SROI) can be used to measure impact.

It’s exciting to discover a different way of thinking; one that shows the importance of listening to what truly matters to people, understanding the changes they experience and being able to quantify those changes. This approach ultimately helps us understand how our work affects the lives of others and where we can maximise positive change.”



Read **Sarah’s story** on our website

Through developing the team’s skills we are able to apply our unique approach to new tools and ideas, enhancing our ability to understand and communicate impact.

Over the past year the team has been developing our technical offering. By learning together from the experts and refining organisational best practice, we have developed our collective skills, experiences, and tools. We are now able to offer these to customers to help us better meet their needs.

Read the full stories on our website to discover more about the people behind our progress.

Yma exists in service to the people of Wales.

We play our part by providing consultancy services for the people and organisations working in the health and care sector.

However, in an environment of scarcity, how does a not-for-profit social enterprise deliver value in a way that is sustainable? How do we bring alive the Wellbeing Goals for Wales through our collective endeavours?

In 2025/26 Yma will take action to secure our future and maximise our ability to do the work that matters, demonstrating value for the public purse.

We will:

1

Implement changes that improve our access to grant funding. This will enable us to focus on advocacy, innovation and improvement work.

2

Refine the scale and scope of our services to maximise access to the people that need them. This will enable us to broaden our community of customers, especially in regional and local systems.

3

Invest in our people, culture and infrastructure. This will keep us connected and resilient.

4

Communicate the value we are delivering to build a community of customers, partners and stakeholders that understand and support our purpose.

Keep in touch

Yma

Find out more about our services on our website:

www.dymani.cymru

Keep up with the latest on social:

 /company/dyma-ni-limited

 /dymani.cymru

 /dymani.cymru