

Closing the Care Gap

A comprehensive guide showing how the right technology can transform the Health & Social care sector



Foreword

In Health and Social Care, people are everything. Their knowledge, confidence, and compassion are what keep our communities strong. At **myAko**, we exist to support those people; the everyday heroes who dedicate their lives to caring for others.

Since our beginning, **myAko** has grown into one of the leading Learning Management Systems built specifically for Health and Social Care. What truly sets us apart isn't just the technology, it's our unwavering commitment to making learning meaningful, accessible, and empowering. We believe that when care teams feel confident and supported, the quality of care improves for everyone. That's why we've spent years listening to the sector, understanding its unique pressures, and evolving our platform to meet its changing needs; from improving compliance and retention to inspiring lifelong learning across teams.

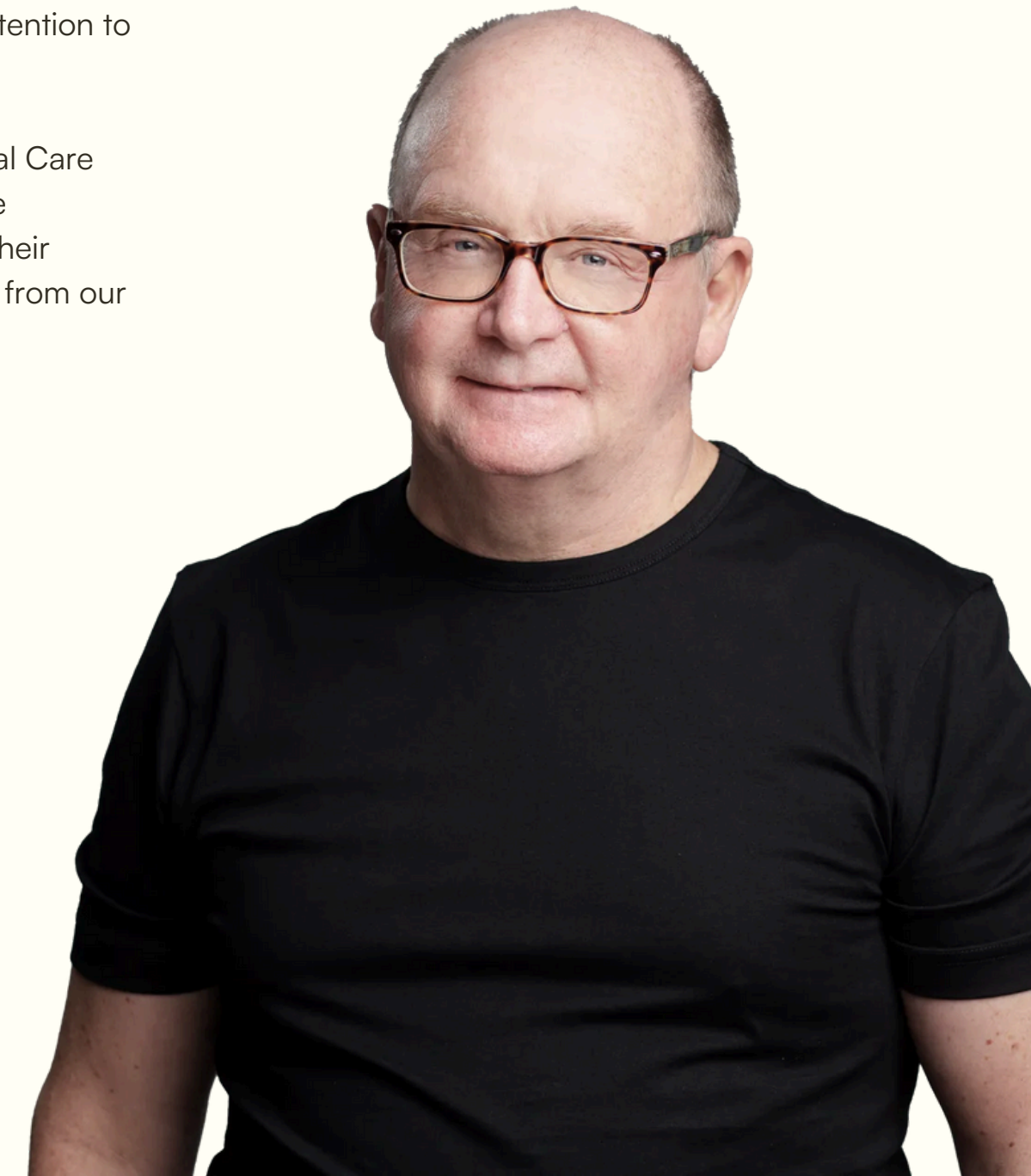
This ebook is part of that commitment. It's designed to help Health and Social Care organisations navigate the fast-moving world of digital learning, and to make informed, confident decisions about the tools and strategies that will shape their future. Inside, you'll find practical insights, frameworks, and guidance drawn from our experience working alongside care providers across the UK.

Whether you're a registered manager, a training lead, or a business owner, I hope this resource gives you new ideas, challenges your thinking, and helps you create an environment where every member of your team can thrive.

At **myAko**, we believe learning should never stand still, because care never does. Thank you for being part of a sector that changes lives every single day. We're proud to be on this journey with you.

Kevin Ashley

Chief Executive Officer, **myAko**



Training isn't a tick-box.
It is the foundation of trust,
safety, and confidence

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The Health and Social Care training landscape

The Scale of the Challenge



95% of care organisations
face challenges in hiring or
keeping staff

The landscape

Health and Social Care is the UK's largest employment sector, with more people working in it than in construction, transport or education. In adult social care alone, there are over **1.6 million people employed, and demand is expected to rise significantly as the population ages**. By 2035, Skills for Care predicts the sector will need hundreds of thousands more workers just to keep pace with growing needs, yet despite being such a vital part of society, the workforce remains under constant pressure.



Recruitment is difficult and turnover is high. In England, the annual staff turnover in the private care sector is about 25%-28%, which is nearly double the overall UK workforce average of c.15%. Providers are often forced to use agency staff to plug gaps, creating a cycle where time, money and energy are spent on constantly replacing staff instead of investing in developing and retaining them. A 2024 survey found 95% of care organisations face challenges in hiring or keeping staff

Vacancy rates have been extremely high as well, peaking near 10% during 2022 before improving to about 7% in 2024/25. Today there are 111,000 vacant posts in the sector.

The result is a workforce that is stretched thin, with less time to focus on professional growth or the quality of care.

Training sits right at the heart of this challenge. Every member of staff; from care assistants to senior managers needs regular, high-quality learning to keep up with compliance, maintain standards and deliver safe, effective care. But in too many organisations, training is treated as an administrative task rather than a strategic priority. Staff often describe mandatory training as repetitive or irrelevant, while managers struggle to keep track of who has completed what.

The consequence is that frontline workers can feel unsupported, providers risk falling short of Care Quality Commission (CQC) expectations, and service users may experience inconsistent or even unsafe care.

In a sector where people's health and wellbeing are at stake, this isn't just inconvenient, it's critical. For Health and Social Care to thrive, training cannot be seen as a box-ticking exercise. It must be the foundation for building skills, confidence and resilience across the workforce. That begins with the right learning systems and tools in place.

Regulation & compliance pressures

Health and Social Care operates under some of the strictest regulation in the UK. Providers are legally required to ensure their staff complete a wide range of statutory and mandatory training, not just once, but on a recurring basis. This includes core areas such as safeguarding, fire safety, infection prevention and control, data protection, moving and handling, and equality and diversity. For new starters, completing the Care Certificate is essential before they can be considered competent in their role. Meeting these requirements is not optional.

The Care Quality Commission (CQC) closely inspects training records, policies, and staff feedback to judge whether an organisation is safe, effective, and well-led. Non-compliance can result in improvement notices, enforcement action, reputational harm, and also a real risk to service users.

However, in many organisations, the scale of training has created a new problem: learning overload. Staff are bombarded with courses, modules, and refreshers that often repeat the same information in slightly different formats. Instead of deepening understanding, this can lead to fatigue and resentment. People are spending more time learning, but not necessarily learning more. Over time, training becomes something to “get through” rather than something that builds skill, confidence, or motivation.

For managers, the pressure to stay on top of compliance can feel overwhelming.

High turnover, shift work, and the use of agency staff make it difficult to deliver consistent, meaningful learning. Traditional approaches, such as filing paper certificates or tracking completions in spreadsheets, quickly become unmanageable. When regulators arrive, leaders need confidence that every member of staff is up to date — and evidence to prove it.



This is why the choice of Learning Management System (LMS) is so crucial. Without a robust platform to automate, personalise, and track learning, organisations risk falling into a cycle of compliance-driven fatigue, where there’s lots of training happening, but little real progress is being made. Compliance cannot rely on memory, manual input, or goodwill. It requires reliable, real-time visibility and a smarter approach to learning, which is something only the right LMS can deliver.

Just because training is
provided, doesn't mean
mistakes will stop happening

The old way isn't working

For years, training in Health and Social Care has relied on outdated systems and processes that were never designed for the scale or complexity of today's workforce. Many organisations still depend on a mix of in-person courses, paper sign-off sheets, and static e-learning modules stored on clunky platforms. These methods not only drain administrative time but also create blind spots in compliance.

A 2024 Care Providers Trend Report highlighted “**alarming disparities between the technology care organisations need and what they have in place.**” It found 75% of providers resort to makeshift manual methods (like spreadsheets) for tasks that could be managed by care management software.



These workarounds are labour-intensive and error-prone. For instance, over one-third (34%) of providers were recording staff mileage and expenses on paper or spreadsheet, leading to frequent errors and payment delays to staff. Errors not only frustrate employees, hurting retention, but they also consume management time to investigate and correct payroll issues.

Consider the common reality: a training manager spends hours each week updating spreadsheets, chasing staff for certificates, or piecing together attendance sheets after a mandatory session. Staff may complete an online course, but the system doesn't update automatically, leaving gaps that could cause problems during inspection. Meanwhile, frontline workers struggle to access training at a time or place that works for them, especially if they don't have regular access to desktops during shifts.

The result is frustration on all sides. Managers feel buried in admin rather than focusing on improving care. Staff see training as a burden, with little relevance to their day-to-day role. Organisations are left with an incomplete or inaccurate picture of their compliance, which as anyone who works in the industry knows, is an extremely risky position to be in when regulatory scrutiny is so high.

In a sector that relies on efficiency and trust, sticking with outdated methods is no longer an option. Care providers need learning designed for the reality of modern work, i.e. mobile, accessible, role-specific and automated. Anything less leaves organisations stuck in the past and unable to move forward.

Why change is needed

Worryingly, the sector has seen a decline in the proportion of staff being trained or pursuing qualifications, potentially exacerbating retention problems. Skills for Care's latest annual report (2025) revealed that the share of frontline care workers with even a basic Level 2 qualification has fallen to just 38%, which is down from 41% (2024) and from 48% in 2018/19.

This puts added pressure on the sector as a whole and means that the challenges facing Health and Social Care are not easing, they are intensifying. Demand is rising, resources are stretched, and staff wellbeing is under more strain than ever.



Against this backdrop, training cannot be seen as something that only matters at inspection time, it must be woven into the everyday fabric of the sector.

An under-trained workforce has real consequences. It increases the likelihood of accidents, safeguarding failures and inconsistent standards of care, while fuelling stress and burnout, as staff feel unprepared or unsupported in their roles. It also undermines confidence among families and service users, and it can drag down CQC ratings that are vital for trust.

According to Skills for Care data, care **staff who receive regular training or attain qualifications are significantly more likely to stay in their jobs**. For example, workers with recorded training had an average turnover rate of 31.6%, compared to 40.6% for those with no training recorded. Similarly, care workers holding a relevant social care qualification had a 26.5% turnover rate, versus 37.0% for those without qualifications

Equally, treating training as a “tick-box” exercise does little to inspire or engage staff. If learning is irrelevant, hard to access or poorly delivered, it becomes another chore rather than an opportunity for growth. Over time, this contributes to high turnover, as employees seek out workplaces where they feel valued and invested in.

This is why the urgency for change is so clear. Providers cannot afford to keep patching together systems that no longer work. They need learning that is simple, smart and supportive — a tool that removes administrative headaches, builds staff confidence, and ensures compliance without constant firefighting. **The future of care depends on organisations that treat training as strategic, not just statutory, i.e. having the right approach to learning, which all begins with best training solution.**

The right system doesn't
just track compliance, it
also builds confidence

Why the right learning and development matters

The importance of getting the right solution for your organisation



More than just training

In some industries, training is about efficiency or professional development. In Health and Social Care, it is about safety, trust, and dignity. The workforce supports some of the most vulnerable people in society, and staff need the knowledge and confidence to provide safe, consistent care every single day. This makes the Learning Management System far more than an admin tool, it is a cornerstone of care quality.

Private care services are required by regulators (CQC in England, Care Inspectorates in devolved nations) to ensure staff are competent and services are safe. When training is lacking, providers often fail to meet these fundamental standards.



For example, **up to 30% of a care manager's time can be lost to administrative headaches in poorly digitised operations.** The right systems can free up those hours for supervision and quality improvement. In a sector already short on time and resources, the admin load can feel relentless.

The right LMS ensures that training is not only completed, but delivered in a way that is relevant to each role. A care assistant on a night shift doesn't need the same modules as a registered manager; a nurse entering the sector requires different onboarding from someone moving into a specialist dementia care role.

A smart LMS recognises this, tailoring learning journeys so that every member of staff has exactly what they need, when they need it.

This precision matters. Without it, training becomes a generic exercise, with staff sitting through content that doesn't apply to them, managers losing oversight, and real gaps begin to form. These gaps are not theoretical; they lead to inconsistency, non-compliance, and in worst cases, harm to service users.

Learning pathways combine eLearning modules, competency assessments, policies and procedures, and both face-to-face and virtual events into one coherent journey, with integrated reporting that provides a complete picture of progress and performance.

The right LMS brings clarity. Managers know at a glance where training stands. Staff know that their learning is purposeful, not a tick-box. And organisations can demonstrate to regulators and families that their people are competent, confident, and supported. This represents a shift from training as "just another task" to training as the foundation of safe, effective care.

Poor training, weak leadership, and staff shortages often go hand in hand in care services rated as inadequate

Engagement & retention

Training has a reputational problem in Health and Social Care. Too often, it is described as repetitive, irrelevant, or inaccessible by the people who need it.

Staff who are already stretched on long shifts feel resentful when learning is added on top of their workload, especially if it involves clunky systems or content that feels disconnected from their role. This perception contributes to disengagement and in this sector, disengagement can be costly.



Replacing staff frequently is expensive. Every time a care worker quits, the employer bears costs of recruiting and training a new hire, overtime or agency cover in the interim, and lost productivity.

According to Skills for Care estimates, the true cost of replacing a single care worker is around £3,600 to £6,000.

This accounts for advertising, hiring, onboarding and the lower productivity of a newbie. If a medium-sized care provider loses 50 workers in a year, this could easily mean £250k+ in turnover costs, which is money that could have been invested in existing staff. Training is a key lever in breaking that cycle, but only if it is delivered in a way that engages staff.

The right LMS makes learning accessible and meaningful. Mobile-first design means staff can complete training on their own device, at a time that fits around shifts. Role-specific pathways ensure that learning feels relevant and purposeful. Clear progress tracking allows staff to see their development, boosting confidence and pride in their work.

Blended learning brings together the best of both worlds, combining online modules with practical, face-to-face sessions, and competency assessments, to create a more engaging and flexible training experience. It ensures knowledge is not only understood but applied, bridging the gap between theory and real-world care.

When training is seen as supportive rather than burdensome, attitudes change. Staff feel invested in, valued, and more likely to stay. Organisations that provide engaging, well-managed learning stand out in a competitive recruitment market. They become places where people want to work and build careers.

In short, a good LMS doesn't just tick regulatory boxes, it builds culture and transforms training from a source of frustration into a tool for empowerment, leading to the better service and care for service users, while simultaneously improving staff retention.

Accessing better care

At the heart of Health and Social Care is a simple truth: people's lives and wellbeing depend on the knowledge and skills of the workforce providing it.

An under-trained team is not just a liability on paper; it poses real risks to safety, dignity, and trust. Every missed training module, outdated certificate, or gap in compliance has the potential to impact the quality of care delivered.

An effective LMS brings everything together all in one place. Policies, procedures, and working practices sit alongside learning content, ensuring staff have the most up-to-date information at their fingertips. No more searching through folders or chasing emails, everything is accessible whenever it is needed.

This is why the right LMS is not a luxury, it is an essential safeguard. By ensuring that every member of staff has completed the right training, and by providing managers with instant visibility, an LMS builds confidence across the organisation. It means carers know what is expected, managers know where support is needed, and leaders know their teams are inspection-ready.

The benefits go further. Safer, more competent staff reduce the risk of incidents and safeguarding concerns. Families gain trust in providers who demonstrate robust training and compliance. Organisations earn stronger CQC ratings, which in turn support their reputation, funding, and long-term sustainability.



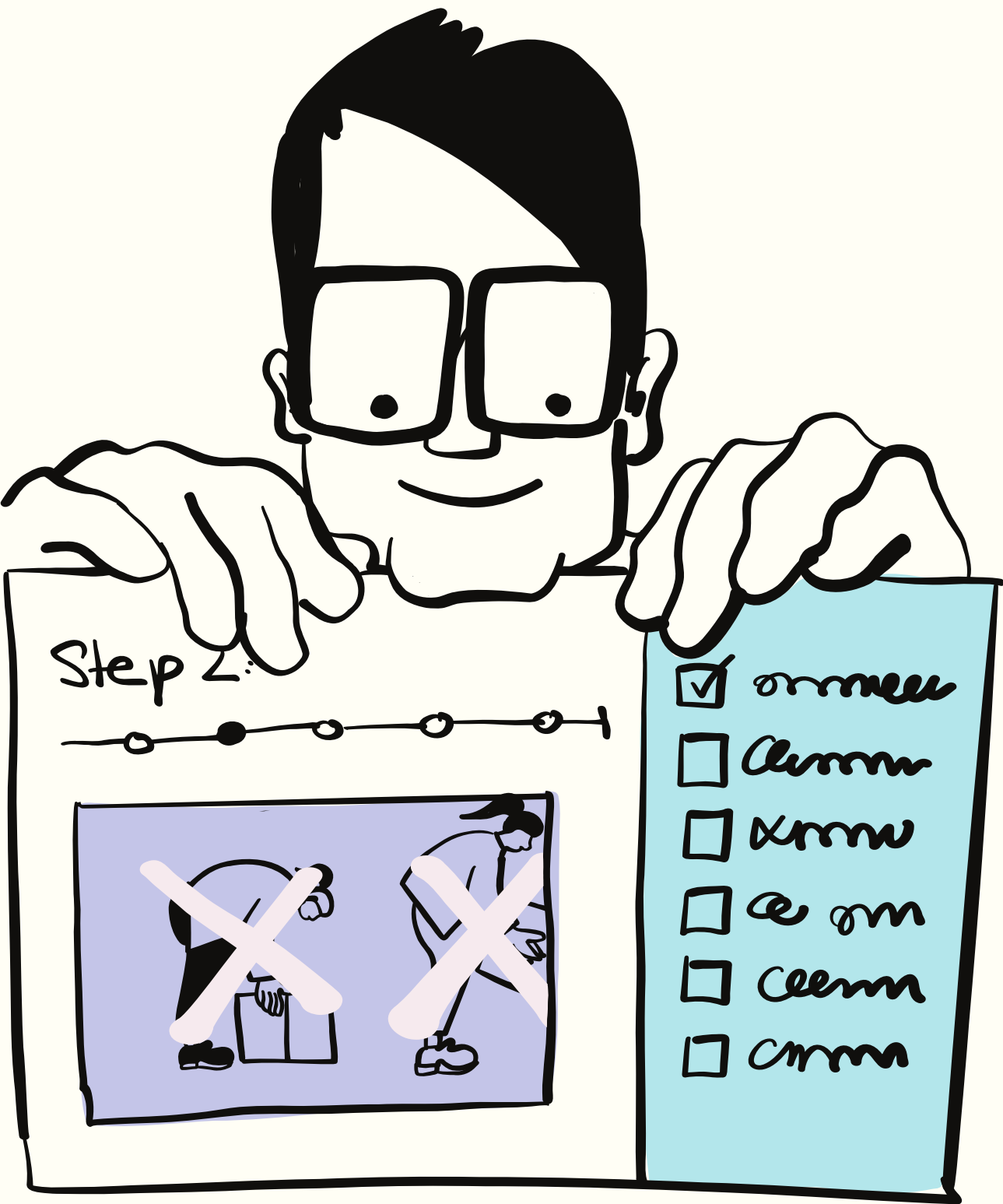
Just as importantly, staff feel more confident and supported in their daily roles. This reduces stress, improves morale, and creates a culture of continuous improvement. Over time, the result is a workforce that not only meets compliance requirements but thrives in delivering high-quality, person-centred care.

In Health and Social Care, where margins are tight and scrutiny is high, investing in the right LMS is not simply a technology choice. It is a strategic decision about the kind of organisation you want to be. One that takes shortcuts and risks — or one that builds a foundation for safe, effective, and compassionate care.

When you invest in better learning,
you invest in people's lives

Key features you should demand

Ensuring you're getting the features you deserve



Key features you should demand

Choosing a Learning Management System is not just about finding software that delivers online courses.

For Health and Social Care organisations, it is about selecting a platform that reflects the unique demands of the sector: high regulation, a diverse workforce, time pressures, and a commitment to quality of care.



Not all LMS providers are built with these realities in mind. Too many offer generic, corporate-focused systems that overlook the day-to-day challenges of frontline care. To make the right choice, you need to ensure you get the features that really matter to you.

In the UK, for a Health and Social Care provider, investing in the right care-management system is critical, but equally investing in the right LMS is just as vital. Without the latter, you may have the tools to manage care pathways but insufficiently trained staff to use them optimally.

Health and Social Care providers typically see nearly 98% training completion once an LMS has been implemented.

Other benefits can also be seen, such as readmission reductions of c.68% with targeted care-coordination interventions, and digital social care records implemented in c.77% of provider locations.

Together, this means each system is a pillar supporting high-quality, efficient, safe care.

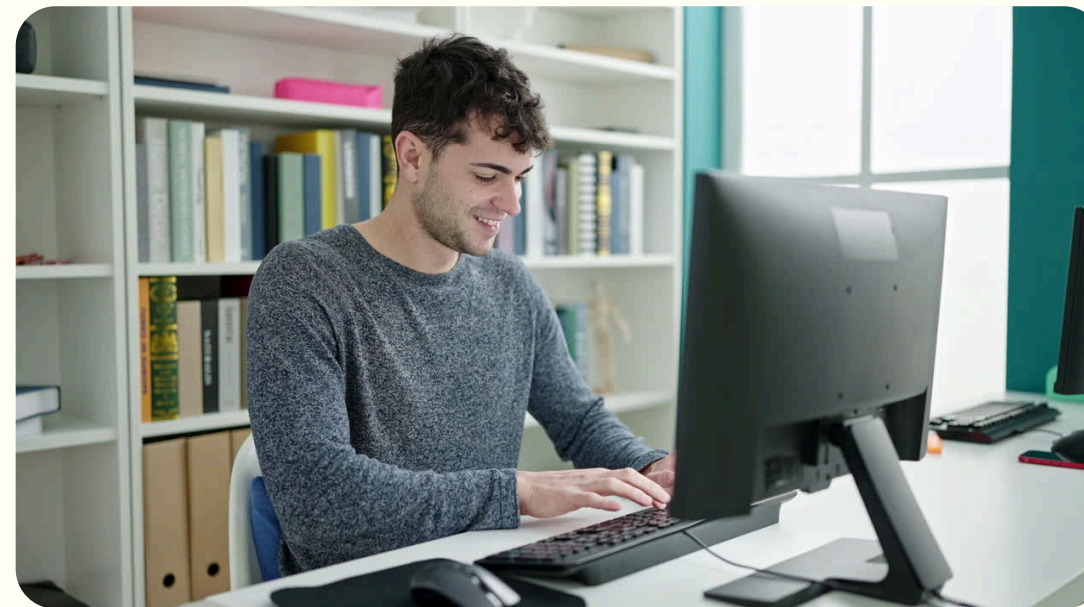
Key features you should demand

Compliance automation and reporting



Manual tracking of certificates and spreadsheets is time-consuming and risky. A modern LMS should automatically record completions, flag overdue training, and generate accurate reports instantly. This gives managers real-time visibility, reduces stress, and ensures confidence when the CQC requests evidence. Compliance becomes a habit, not a scramble at inspection time.

Accessibility and User Experience



A diverse workforce needs training that is clear, inclusive, and easy to use. An LMS must support multiple devices, meet accessibility standards, and offer intuitive navigation. If the system is clunky or confusing, staff will avoid it, leading to compliance gaps. Simplicity and usability drive engagement, and put more onus on staff and team leaders to use it because it's easy to use.

Easy onboarding + role-specific pathways

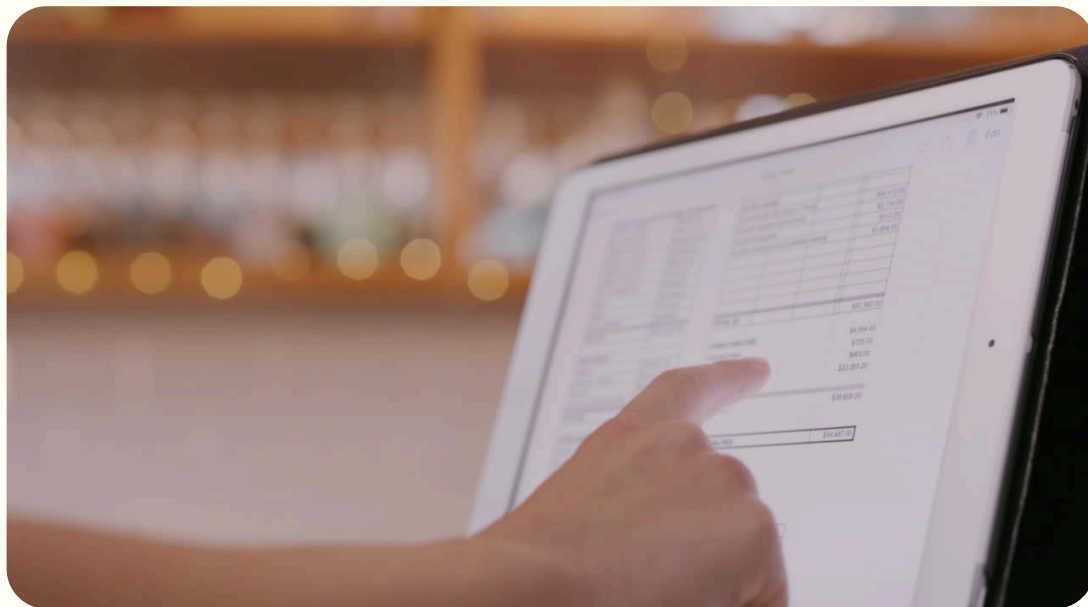


High turnover makes onboarding critical. An effective LMS creates tailored learning plans for individual roles such as care assistants, nurses, and managers, ensuring new starters become competent quickly. This reduces risk, avoids wasted time on irrelevant content, and builds confidence from day one.

The right LMS ensures compliance
becomes a habit, not a scramble at
inspection time

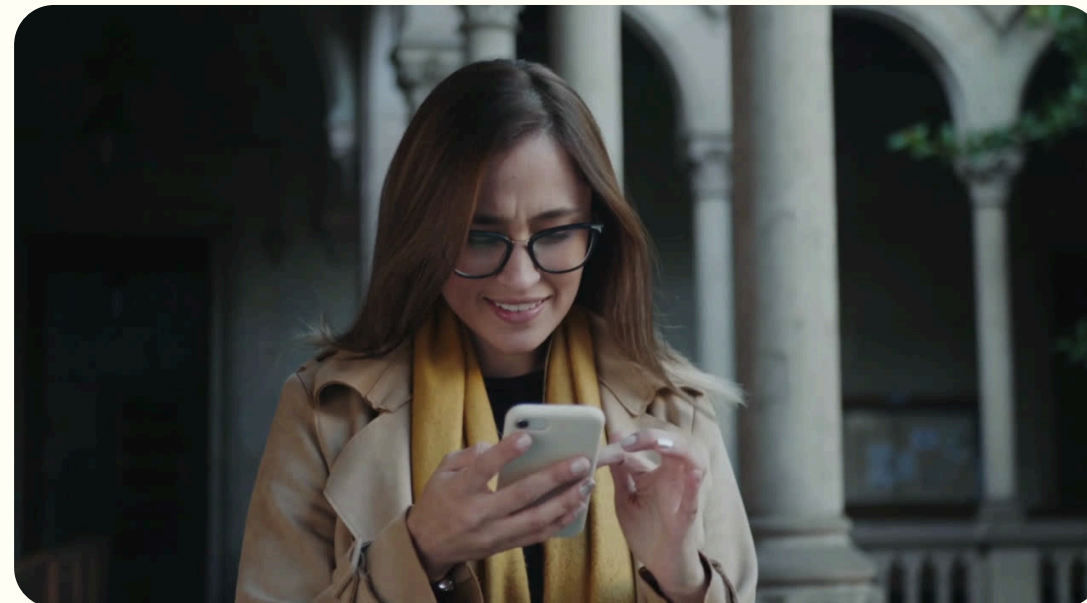
Key features you should demand

Integration with Core Business Systems



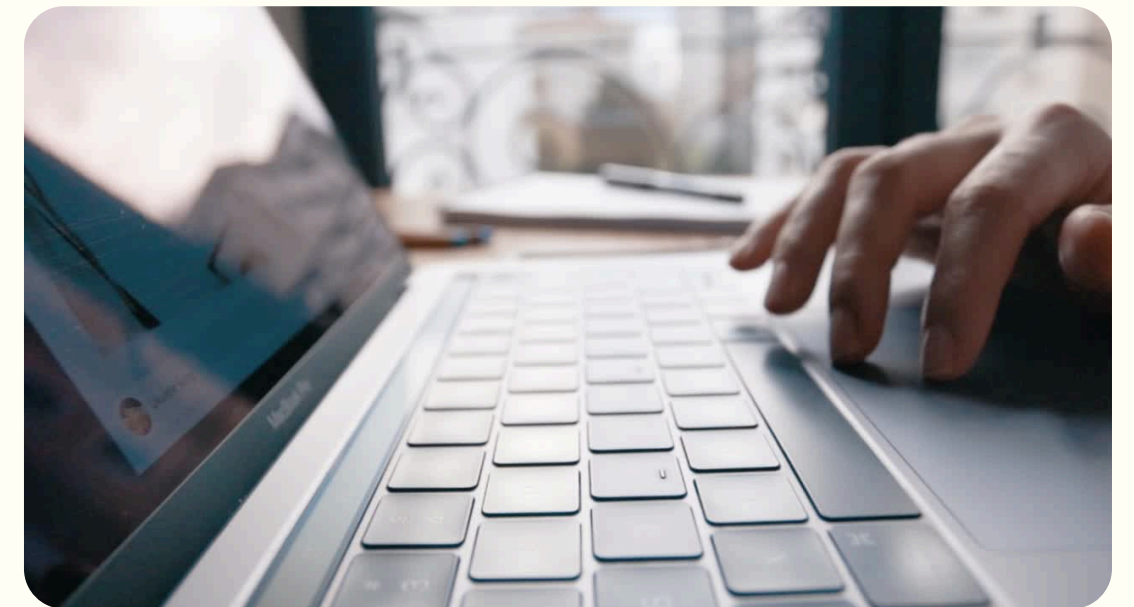
Training shouldn't sit in isolation. Integrating your HR, Payroll, Rostering and Care Management systems with your LMS reduces duplication and admin, creates staff profiles automatically, and links training data with workforce metrics. Having one set of data gives leaders a clearer picture of performance, making decisions more joined-up and efficient, and using the right system also ensures GDPR compliance.

A mobile-first platform for frontline staff



Frontline workers rarely sit at desks, so training must be accessible anywhere, anytime. Today, more than 50% of all training on myAko is done by service users using mobile devices, and a significant part of this is done at weekends, therefore a mobile-first LMS is essential for ensuring staff can access everything during breaks or shifts, making it practical and less disruptive. This boosts completion rates and ensures training fits the realities of care work, not the other way around.

Scalability and Future-Proofing



The sector evolves constantly with lots of mergers and acquisitions consolidating providers, and training systems must keep pace. A scalable LMS can handle growth in staff, sites, and content without disruption. Regular updates, cloud-based infrastructure, and flexible design ensure it adapts to new regulations and ways of learning, protecting the organisation's investment long term, while simultaneously keeping costs down.

Common pitfalls choosing an LMS

Don't get caught out with features sometimes overlooked



Common pitfalls choosing an LMS

Selecting a Learning Management System is one of the most significant decisions a Health and Social Care organisation will make. It is not just a technology purchase but an investment in staff, compliance, and the quality of care delivered. Yet too many providers end up with systems that look good on the surface but create more problems than they solve. The key to avoiding this outcome is knowing the common pitfalls and approaching the choice with clarity and care.

Focusing solely on price is a false economy. Cheap systems may satisfy the bottom line in the short term, but they often fall short where it matters most; the learning experience. As the saying goes, if you buy cheap, you buy twice. A poor LMS can lead to frustration, disengagement, and compliance risks that cost far more to fix later. Your LMS should be treated with the same care and scrutiny as your care management system, because it plays an equally critical role in safeguarding quality and maintaining standards.

When it comes to implementation,
we handle the heavy lifting, so
you're free to focus on doing what
you're best at.

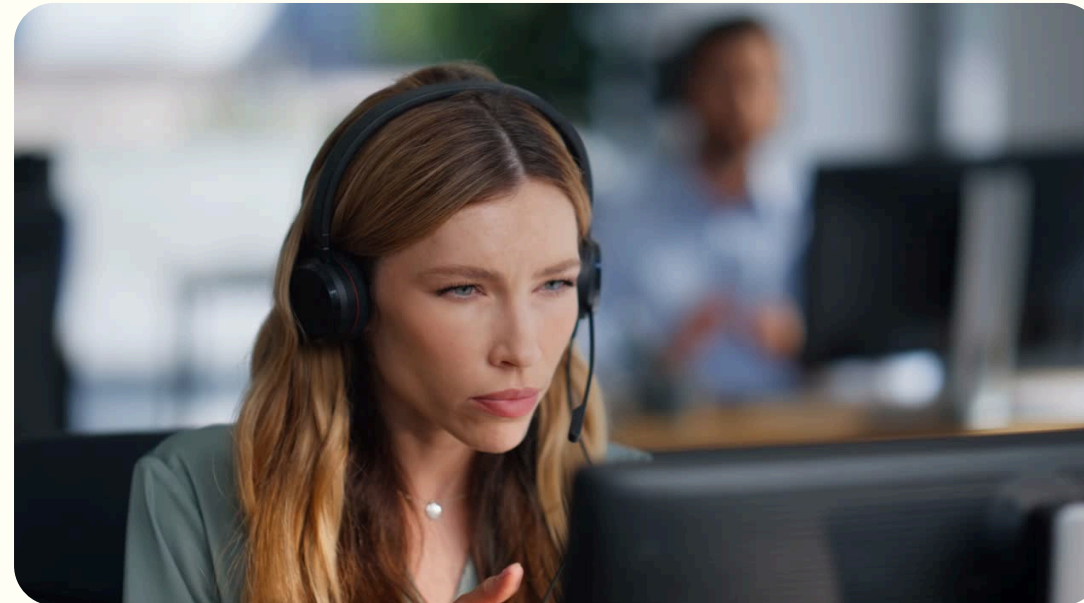
Common pitfalls choosing an LMS

Compliance automation and reporting



Many LMS platforms are built for office-based sectors, not frontline care. They often lack mobile access, role-specific pathways, or compliance tools tailored to the CQC. They often don't bring together compliance, elearning, face to face, and virtual training and competency assessments in one set of reports, resulting in a system that looks polished but fails to meet the practical needs of care staff and managers.

Level and quality of support



Not all support is equal. Some providers offer only basic ticketing systems or limited hours, while others charge extra for essential help. In Health and Social Care, where compliance and training continuity are critical, access to expert, responsive support makes all the difference. Choose a partner that provides proactive guidance, not just a helpline but one that understands your sector and can resolve issues before they impact staff or inspections.

Ignoring Hidden Costs



Low upfront prices can be deceiving. Many systems add unexpected fees for licences, updates, integrations, or customisation, which quickly inflate the total cost of ownership. Annual price rises, contract renewals, and long notice periods can lock organisations in. Leaders should insist on transparent, predictable pricing from the start, because when budgets are tight, hidden costs aren't just frustrating, they're unsustainable.

Common pitfalls choosing an LMS

Overcomplicating the System

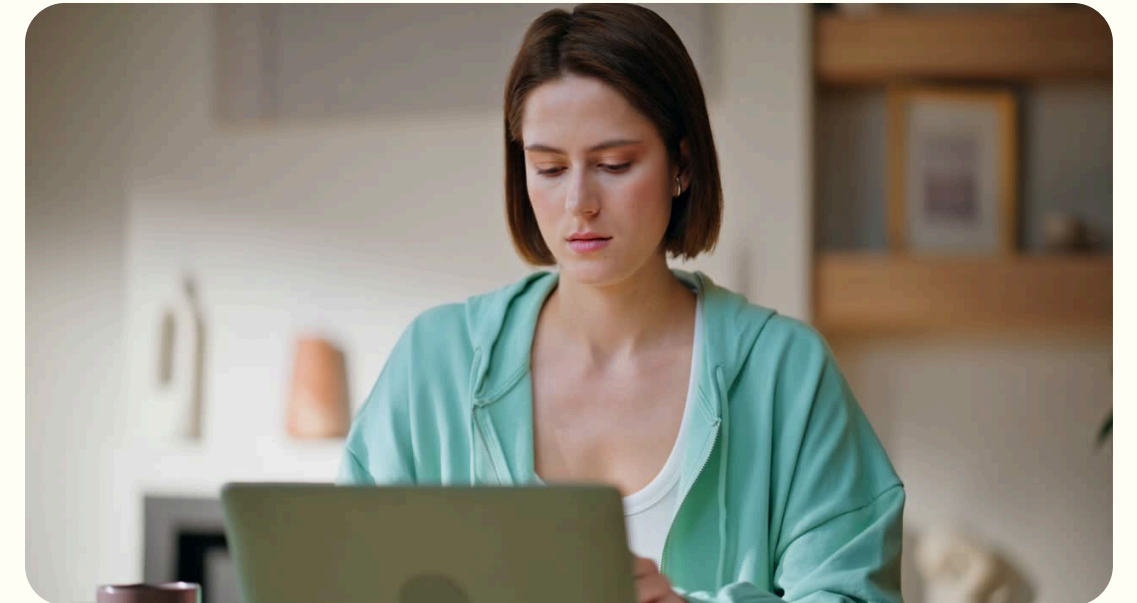


An LMS packed with unnecessary features can overwhelm staff and managers. Too many options create confusion, slow adoption, and reduce effectiveness. The best systems are powerful but simple, focusing on features that deliver real value to care providers, also ensuring you're not paying for features you don't need and will likely never use.

Self-service



Many LMS platforms rely too heavily on managers or administrators to make every change, assign every course, and update every record. This creates bottlenecks, increases workload, and slows down learning across the organisation. Frontline staff become dependent on others to access basic information or complete essential training, which can lead to frustration and unnecessary delays. An effective LMS should empower users to take ownership of their own development. Self-service features such as easy course enrolment, progress tracking, and instant certificate access not only save time but also encourage accountability and engagement. When people can manage their learning independently, training becomes faster, smoother, and far more effective.



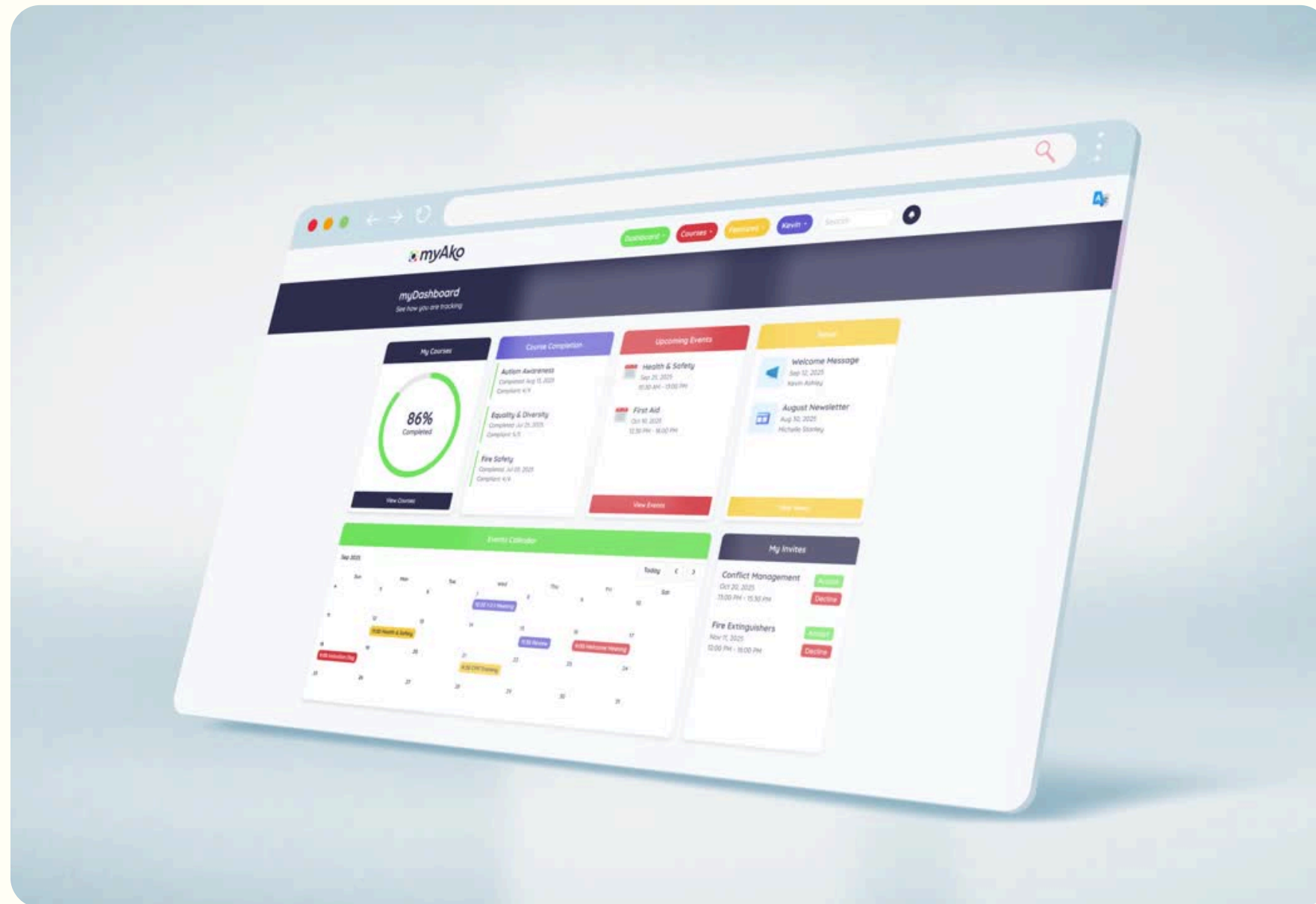
The myAko difference

The LMS your organisation deserves










In Health & Social Care, the right
LMS isn't a convenience, it's
essential. myAko is built for the
sector's real challenges

Seamless onboarding & tailored setup



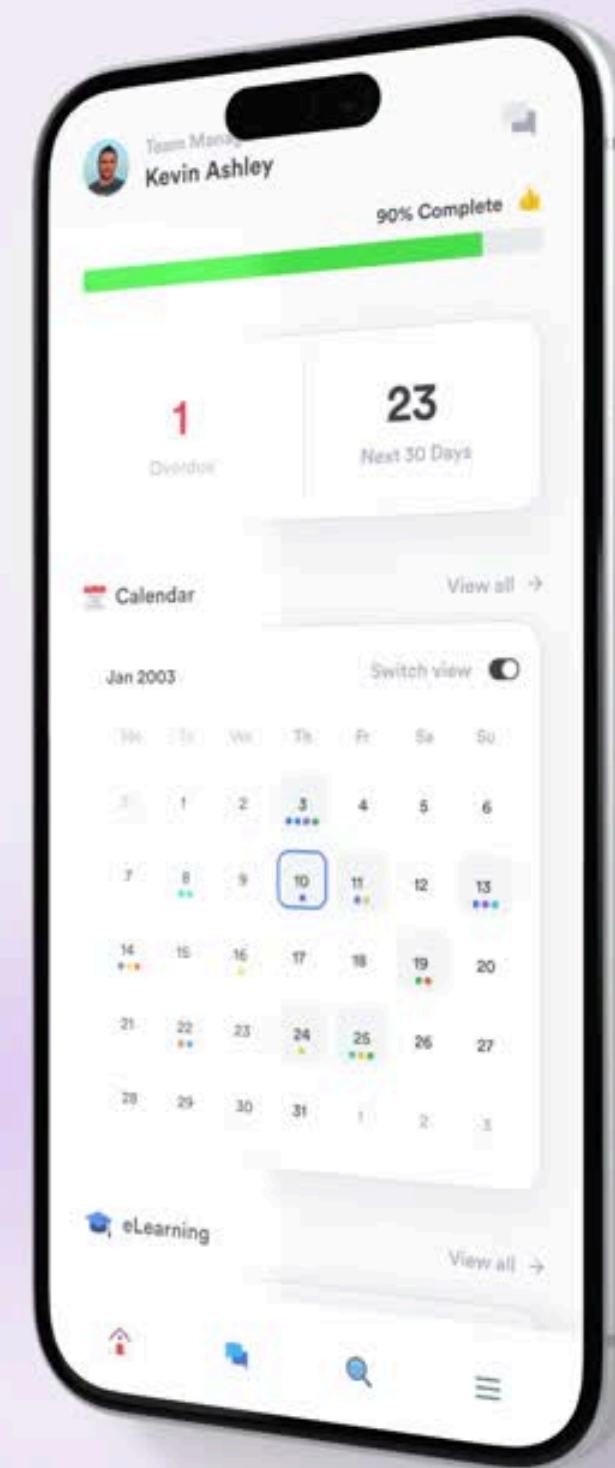
We handle the heavy lifting. From migrating your training records to setting up your courses and training your team, you'll be supported at every step by people who understand the care sector inside out.

-  Import your organisational data to create hierarchy
-  Import historical training records
-  Set your course assignment rules
-  System builds your hierarchy and reports
-  Testing setup (QA)
-  Training administrators and managers
-  Go Live

Learning without barriers

The myAko mobile app makes learning, compliance, and communication effortless for busy care teams. With over 50% of learning now completed on mobile devices (often in the evenings and at weekends) it's clear people need flexibility:

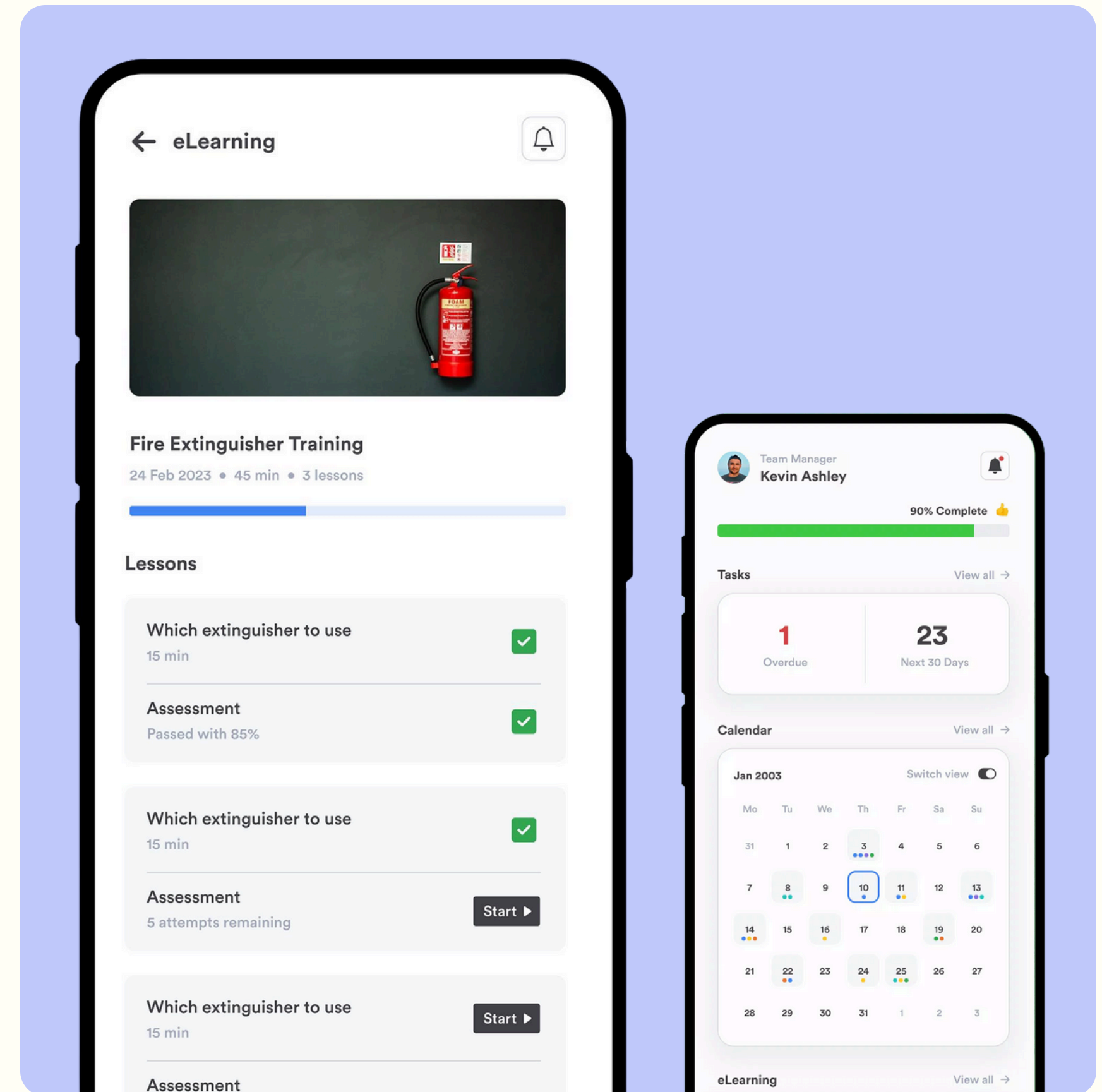
- **Secure biometric login** means quick, one-touch access. Learners can pick up where they left off instantly, without wasting time resetting passwords.
- **myAko uses modern authentication and encrypted data**, so it's more secure and easier to use.
- **Complete eLearning**, competency assessments, and policy reviews, or bid for places on upcoming training events all from one intuitive mobile app.
- Staff can learn at home, during breaks, or on the move. With **mobile-friendly design and offline access**, training fits around people's actual lives, not the other way round.
- **Policies and procedures are instantly accessible**, so everyone's working from the latest version no more old PDFs or missing documents.
- **Learning happens 7 days a week**, because the app makes it easy and natural for people to stay compliant and develop their skills.



The myAko edge vs generic LMSs

Putting all of this together, here are the outcomes you can expect with myAko in Health and Social Care settings:

- **Significant reduction in compliance risk** because you always know who has done what, when, and where.
- **Reduced administrative burden** through simpler processes for managers — less chasing, fewer manual spreadsheets.
- **Higher engagement from staff** because training is accessible, relevant, bite-sized and fits into their busy schedules.
- **Safer care** because accident and incident reporting tools, document libraries, and dashboards all help identify and mitigate risks earlier.
- **Better support to scale up**, whether you grow services, add sites, or change care models, myAko is built to adapt (site-by-site, role-by-role) without overhauling the whole system.



Getting started with the right LMS

Feeling confident you're making the right decision



Getting started with the right LMS

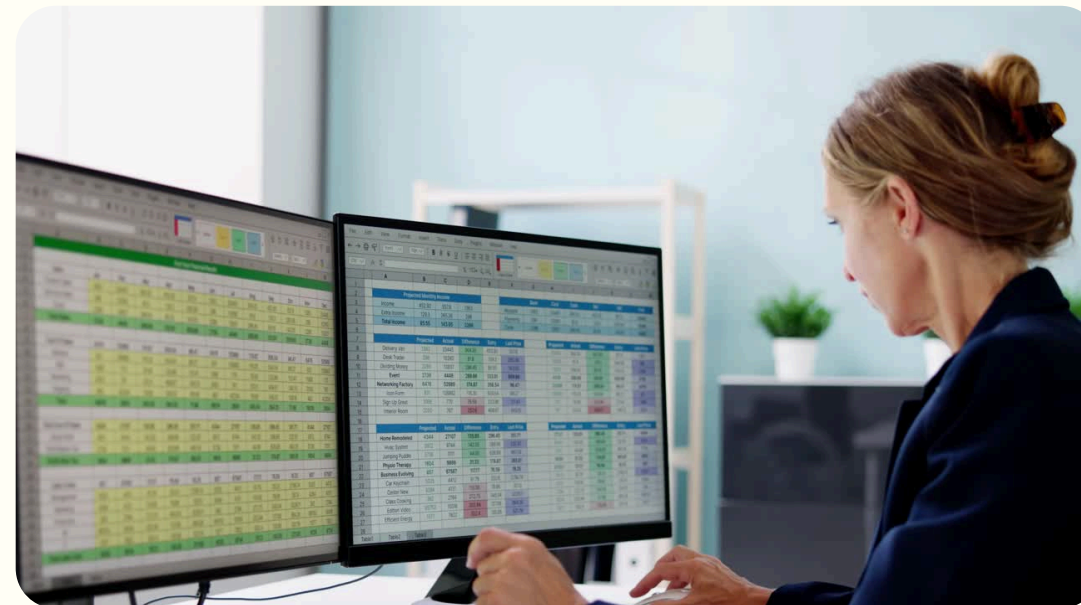
Choosing a Learning Management System is not just about comparing features; it is about making a decision that will shape your organisation's culture, compliance, and care quality for years to come. The process can feel daunting, but it doesn't have to be. With a clear framework, you can evaluate options with confidence and make the switch smoothly.

Evaluate



Assessing all the options available against a core set of criteria. On the following pages we've provided you with a comprehensive set of questions to ask of every solution.

Calculate



Investing in any new platform can represent a significant outlay, however there's also a cost associated with having the wrong system in place, too, so we've provided a cost calculator to help you understand the positive impact myAko brings.

Demonstrate



While things might look good on paper, nothing beats seeing something in action, which is why we love demonstrating myAko so you can see all the great features in action, and ask all the questions you need answers to.

1. Evaluate

Use the following table to evaluate the LMSs on your shortlist, to see if they’re likely to be a good fit for your organisation.

Evaluation Area	Feature / Key Question	Yes / No
Sector Alignment	Is it designed for Health & Social Care, with CQC standards and the Care Certificate built-in ?	
Training Delivery	Does it support blended learning across digital, and other formats?	
Accessibility	Can staff complete training easily on mobile devices, at times that suit their shifts?	
Personalisation	Does it offer role-specific learning pathways tailored to different roles and levels?	
Engagement	Does it make training feel supportive and motivating, not just a compliance task?	
Oversight	Does it give managers real-time dashboards, reminders and completion tracking?	
Audit Readiness	Can you instantly evidence compliance during a CQC inspection?	
Integration	Can it connect with your rostering, HR or care management systems easily?	
Support	Does it provide UK-based onboarding and support from care-sector experts?	
Innovation	Does your provider regularly add new features based on customer feedback?	
Community	Do you benefit from a network of care providers sharing best practice?	
Transparent Pricing	Is pricing clear and scalable, with no hidden costs or add-ons?	
Impact	Does it help you go beyond compliance to improve retention and care quality?	
Courses	Does it have an extensive collection of courses, continually updated?	
Partnerships	Does it have partners that enable a complete training solution?	

2. Calculate

To help you understand the true impact having the right LMS in place can have on your organisation, we have developed an ROI calculator, which takes into account all the variables you're operating with.

This tool can help you see the immediate benefit and help you to quickly build a strong business case for adopting myAko in your organisation. Speak to our sales team who can take you through it in just a few minutes and give you a bespoke cost/benefit analysis.

ROI Calculator

Input parameters

Number of staff

50

Staff turnover %

35

Recruitment cost per leaver (£)

£3,500

Agency cover hours per leaver

150

Hourly agency premium (£)

12

Turnover Cost Saved (£)

£98,000

Agency Cost Saved (£)

£50,000

Manager Time Saved (£)

£3,500

Staff Time Saved (£)

£28,000

Total Time Saved (£)

£31,500

3. Demonstrate

If you're curious about how myAko can help to revolutionise learning within your care business:

Book a demo

Email us

Or you can call us on: 01202 283 283



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Additional commentary from NHS Confederation, Health Foundation, Care Inspectorate Wales also included (verbatim).

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