



# Reading Matters

A resource for workplace wellbeing  
#IWD2024

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An Improving Me, NHS Cheshire and Merseyside, Women’s Health and Maternity Programme and the Liverpool City Region Combined Authority, Economies for Healthier Lives collaborative partnership.



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# Foreword

## A blueprint for wellbeing

**Improving Me, NHS Cheshire and Merseyside's women's health and maternity programme, adopted a health creation policy through a dedicated work stream in 2014 to promote wellbeing throughout the life course.**

This work is predicated on developing an approach that focuses on health promotion and prevention of ill health, with more shared decision making with patients. But for this to happen there is a need to address the stigma and taboos which impede the conversations that promote wider awareness of what is normal or not in terms of women's health, whilst developing a wider range of solutions to draw on.

**International Women's Day (#IWD2024)** provides a key moment to celebrate the achievements of women in the workplace and shine a light on the many ways employers can support them. And that includes the healthcare workforce too.

As part of #IWD2024 wider celebrations we wanted to share some of the evidenced based opportunity that is accessible to individuals and useful to support group workplace activity to promote discussion and promote staff wellbeing.

This year's #IWD theme is **#InspireInclusion**. This joint publication is all about encouraging employers and their employees to be aware of the importance of women's reproductive wellbeing and making it visible.

By promoting awareness of women's reproductive health and sharing some simple solutions, employers can ensure they retain and develop women in the workplace to their full potential.

To do this there are 3 key challenges:

- 1. Women should feel supported in the workplace.**
- 2. Taboos need to be broken down through open conversation.**
- 3. Employers should feel well equipped to support women in managing their health within the workplace.**

In 2021 Improving Me forged a key partnership with local libraries and the BBC to set about developing sets of resources to support women's health awareness and understanding.

This work is ongoing. It has involved developing women's groups in libraries as local forums for discussion, to identify useful books and digital resources to promote conversations about women's health. Women have also been encouraged to create new content through their own words and sharing events. We are now at a stage where these resources can be used to promote workplace conversations too.

We believe reading and the conversations which follow are incredibly powerful in opening up discussion about women's health and can break taboos and improve understanding of impacts, whilst reducing the stigma of asking for and accepting help.

Making women's health issues visible is an important first step. By encouraging reading and writing about experiences we open a gateway to increasing patient engagement with their own healthcare and better health literacy. This enhances the degree to which individuals have the ability to find, understand, and use information and services to inform health-related decisions and actions for themselves and others. When patients are involved in shared decision making, they have better health outcomes and better healthcare experiences, which can help drive real progress, empower women, and reshape experiences, all the while increasing engagement, communication, and learning for women and colleagues.

# Recruitment and retention

**Economies for Healthier Lives** is delighted to be working alongside 'Improving Me' to bring about practical and sustainable improvements to the health and wellbeing of Liverpool City Region's (LCR) residents. Liverpool City Region is one of only five areas across the UK, chosen by the Health Foundation to deliver its Economies for Healthier Lives programme. This programme is jointly delivered by LCR Combined Authority (LCRCA), the University of Liverpool and Liverpool John Moores University. LCRCA is also working collaboratively with other organisations from the public, private and voluntary and community sector.

A key aim of this programme is to improve access to employment for unemployed residents who have a health condition(s) and seeking employment. It is widely recognised that many people with a health condition(s) who would like to find employment, all too often find themselves at a disadvantage when looking for work. This is often because the practices used by employers can create unnecessary and unintentional barriers to recruitment. An employer's work practices and policies or lack of them, can also disadvantage existing employees with a health condition(s).

**Catherine McClennan**  
Director Improving Me  
NHS Cheshire and Merseyside

## LCR fair employment charter

The LCR Combined Authority believes strongly in fair employment practices and employers are actively encouraged to show themselves as a fair employer by signing up to the LCRCA's Fair Employment Charter.

By working closely with the Combined Authority's Fair Employment Charter team, employers who have expressed an interest in the Charter or have signed up can be encouraged to review their recruitment and work practices.

Should a need for change be identified, the employer can be offered: practical help and support to make the change(s) and; told where to find funding that might help with the cost of this work e.g. Access to Work.

## Marmot Community

The Economies for Healthier Lives and Improving Me activity are just two examples of the work being undertaken across the Liverpool City Region, to ensure all of the City Region's residents have fair and equal access to opportunities within the City Region and employees can flourish.

This work also contributes to that of other organisations and services from across the City Region, which are working to improve the health and wellbeing of the residents. Becoming a recognised Marmot Community will better ensure decisions are informed, services are meaningful and delivery is equitable.

**Rob Tabb**  
Senior Policy Lead-People  
Liverpool City Region Combined Authority

# Context is everything

## Inclusive not exclusive language

**It is important to note this resource is aimed at providing support to all women and those assigned female at birth.**

This document uses the term ‘women’/‘woman’ throughout with reference to biological and human reproduction. But we need to emphasise from the outset it is not only those who identify as women who require access to women’s health and reproductive services. Transgender men, non-binary people, and intersex people or people with variations in sex characteristics may also experience menstrual cycles, pregnancy, endometriosis and the menopause.

Through our Women’s Health Strategy we are actively promoting inclusivity and our healthcare services are embracing a more diverse range of terminology that reflects the identities and experiences of local people. This may include using gender-neutral or non-binary terms and delivering culturally competent care that respects individual cultural requirements and preferences for gender identity recognition.

We encourage healthcare professionals and institutions to remain open to ongoing learning, engage in respectful dialogue, and adapt their practices to ensure inclusivity. By prioritising inclusivity, we strive to enhance health and social outcomes, and advocate for a society where everyone, regardless of their gender, identity, ethnicity, age or class can access the care they require.

We have developed a set of inclusivity statements shown opposite to ensure that we create an environment where everyone feels seen, heard, and valued, ensuring their healthcare needs are met with sensitivity and understanding.

### Statement 1:

In healthcare, we are actively seeking to become more inclusive by using a range of terms to address individuals’ gender identities. While we continue to use the term “woman” we also recognise and respect the diverse spectrum of gender identities and strive to co-design services that are accessible and inclusive to all.

### Statement 2:

In healthcare, there is a growing recognition that the term “woman” may not encompass the full spectrum of gender diversity. Efforts are being made to be more inclusive by using gender-neutral or non-binary terms and providing culturally competent care, ensuring this is responsive to the needs of women from ethnic minority communities. The goal is to ensure that all individuals, regardless of their ethnicity, gender, identity, age or class feel valued and receive the healthcare they need.

### Statement 3:

In policy documents, it is acknowledged that the terms “woman” and “women” are commonly used to address individuals within a specific context. However, it is important to recognise and respect that gender is a diverse spectrum. Efforts are being made to ensure that policy documents also incorporate inclusive language that encompasses individuals of all gender identities, while still acknowledging the specific needs and experiences of women.

### Statement 4:

In healthcare, we are committed to fostering inclusivity and providing equitable services to all individuals. We recognise the unique healthcare needs and experiences of every person, irrespective of their ethnicity, gender identity or assigned sex at birth.



## Women's health

**There is currently no universal agreement about what we mean by women's health. Traditionally it has been defined as 'reproductive health'. However we recognise that sex and gender are significant factors in the development and progression of many diseases; as are other key social determinants like age, disability, religion, ethnicity and socio-economic status etc.**

We already know:

- **Women are twice as likely to die of coronary heart disease, as breast cancer in the UK.**
- **Women are more than 30 times more likely to experience Urinary Tract Infections (UTIs) than men.**
- **Blindness affects women more than men.**
- **80% of individuals with autoimmune diseases are women.**

## Gender health gap

**Women's health is not just a women's issue. Healthy girls and healthy women are at the core of healthy societies. And yet we know that women's health has historically not been seen as a priority. Men have been treated as the default patient in medical research and clinical practice, while women's healthcare needs have all too frequently been marginalised and/or stigmatised.**

We are determined and committed to drive change for women's health and to increase equity. We are under no illusion about the journey ahead; it won't be easy but nothing worth doing ever is. However, the dividends for women, the wider public and the healthcare

system are huge; chiefly because equitable health systems are fairer for everyone, more cost-effective and efficient.

But women's health is not only about reproductive health. Our plan is to reduce avoidable health inequalities for women and girls across the course of their lives – from puberty to the third age – focussing on those areas that are stigmatised, disregarded or dismissed as 'women's problems'.

More ambitiously we want to kick start a broader discussion about what we mean by women's health in the NHS and what it should rightfully encompass. By supporting and promoting a right to health for women and girls we can expand their choices and opportunities to achieve good health and promote health creation not just disease management. We can put women rightfully in the driving seat.

We believe it should encompass conditions that:

- **Are unique to women.**
- **Are more serious in women.**
- **Have manifestations, risk factors or interventions that are different in women.**

The national women's health strategy introduces a welcome and more expansive lens facilitated through a life course approach.

We have adopted this approach for the Cheshire and Merseyside strategy to focus on:

- **Menstrual health and gynaecological conditions**
- **Fertility, pregnancy loss and post-partum support**
- **Menopause**
- **Mental health & wellbeing**
- **Cancers**
- **Health impacts of violence against women**
- **Preventing parent-infant separation / social removal**
- **Healthy ageing and long-term conditions.**

It is absolutely crucial we understand sex-driven differences in health and recognise those healthcare models that all too often ignore these differences, resulting in health outcomes that can vary by sex, often to women's disadvantage.

Our own healthcare workforce can equally benefit from this work. Healthy and happier healthcare staff also provide better and safer care.

Improving Me firmly believes social prescribing, and particularly **creative health** developments, provide a powerful set of tools and know-how to address longstanding inequalities through innovation.

Like Improving Me, social prescribing is concerned with promoting health creation and not just disease management. After all, health is not just the absence of disease.

The **Health Creation Alliance** states:



**Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.**

**WHO Constitution**



**Health Creation is the process through which individuals and communities gain a sense of purpose, hope, mastery and control over their own lives and immediate environment; when this happens their health and wellbeing is enhanced.**



# Harnessing social prescribing

Improving Me believes **social prescribing**, an approach that connects people to activities, groups, and services in their community to meet the practical, social and emotional needs that affect their health and wellbeing, is an untapped resource for employers and employees. It is a frontier for women's health well worth exploring. The benefits of social prescribing as a way of working are far too often untold.

The most effective social prescribing pro-actively cultivates relationships and partnerships with local voluntary services, housing associations and other community organisations such as libraries and museums. This asset-based working is a key aspect of integrated care, connecting people to a wealth of community resources – or assets.

Asset-based approaches provide a means to enhance people's health and wellbeing and promote their resilience and independence.

The range of assets include community relationships and social networks, community and neighbourhood services, the plethora of community clubs, or societies and facilities, and the skills, imagination and knowledge held by people.

This particular publication focuses on a pivotal resource: our libraries, their audiences and their collections, and the opportunity to engage employers and workplaces with these. In this instance we would like to bring the library to workplaces too. And that includes our GP practices and the wider healthcare workforce.



Reading is the sole means by which we slip, involuntarily, often helplessly, into another's skin, another's voice, another's soul.

Joyce Carol Oates



Reading is an exercise in empathy; an exercise in walking in someone else's shoes for a while.

Malorie Blackman



# Women's voices – words matter

## Improving Me launches the Cheshire and Merseyside Women's health Strategy for #IWD2024. It embraces social prescribing and creative health opportunity.

The first ever national Women's Health Strategy for England was released in August 2022. Of the 110,000 respondents, 84% said women's voices are not listened to. Our own women also say they sometimes find it difficult to find the right words and confidence to speak out. Hence, Improving Me has been exploring how women can develop their voices and be heard.

Our creative health interventions have been key to this work as has our work with libraries. The  **Holding Time**  and the  **Lullaby Project**  are great examples of how creative health interventions can give the women they engage with both a voice and a platform. But equally this work generates new digital resources for libraries to share with their audiences.

Working with libraries, we are implementing a set of practical steps to improve all women's health. As a core community partner, libraries are helping us to gather women together and amplify women's voices, and as a key community asset women are helping shape and deliver the women's health strategy itself.

We believe libraries are a vital resource in communities, and their collections are powerful tools to drive health creation and support community connections. So, we have been exploring how reading and writing (in all its forms) can help women develop a voice. Working with the Combined Authority we want to support employers to join us on this journey.

Through this work we have discovered a whole range of other library assets all too often hidden that facilitate self-development and promote and enhance self-health.

#IWD2024 and #InspireInclusion provides a great opportunity to raise awareness of new creative health resources and opportunities in libraries which can support both workforce and public wellbeing.

A workforce who has had direct experience of the benefits of social prescribing are our future champions. And the beauty of social prescribing is that it spans a prevention as well as treatment and management continuum, helping people stay well as well as supporting healing and recovery.

As well as being fun, a book group can bring together staff from different parts and levels within an organisation to talk and share ideas on an equal footing.

A book group provides an excellent breathing space between work and social life. It can bring together people who wouldn't otherwise meet.

It's also good for teams to spend time talking creatively, learning, listening and thinking together. A book group can take place in the workplace or a local library. Our libraries are equally treasure chests for digital resources with access to podcasts, videos and webinars which support key conversations too.

# Reading is good for you

There is a lot of research which already demonstrates the positive links between reading and writing and wellbeing. This evidence includes the benefits of both fiction and non-fiction. In fact the latest research indicates that diving into a piece of fiction, and the impact of that page-turner, trumps non-fiction for wellbeing benefits.

But fiction or not, each genre brings a different set of resources to the table. Reading or accessing audio books, blogs or podcasts can all help as well as writing things down. What this tells us is that personal choice is key and there is no one size fits all.

We know when life feels very complicated and sometimes overwhelming, we can find comfort in a story or a character we relate to. Following characters who may get into scrapes, who find order or solutions to their own problems, gives us hope that the same may be possible for us too.

A favourite character can provide a mirror to ourselves or others. And a storyline may well help us gain an insider perspective as to where our own story is going too. It can provide us with the distance needed to reflect. Or it can also highlight our strengths and allow us to appreciate these more.

Reading fiction allows us to meet different characters that we share characteristics with, as well as to see the possible outcomes or endings to the story or stories we're living. Likewise, non-fiction is helpful in sense making. It helps us find key information and facts to potentially solve a problem which may have previously felt insurmountable simply because of the gaps in the picture we find ourselves in.

# Ways to wellbeing

The New Economics Foundation (NEF) 5 Ways to Wellbeing (2008) provides a useful framework to highlight how reading (and writing) benefits individuals and communities by supporting 5 everyday key actions we can all engage with.

We like the NEF approach because, rather than encouraging a completely novel set of behaviours, the end goal is to encourage and increase the time people spend in activities known to enhance wellbeing that in this case are also very accessible, low cost or no cost. We think Dr. Seuss was right when he wrote:

**The more that you read, the more things you will know. The more that you learn, the more places you'll go.**

**A 2009 study at the University of Sussex found that reading can reduce stress by up to 68%. It works better and faster than other relaxation methods, such as listening to music or drinking a hot cup of tea.**

# Five ways to wellbeing

## 1. Connect

Getting lost in a go-to read can make it easier for us to relate to others. Literary fiction, most specifically, has the power to help readers understand what others are thinking and supports reading other people's emotions.

Having strong social relationships, a network of support and someone to turn to in a crisis is a powerful influencer of wellbeing. Just think about those favourite characters you may have come across in a good read or audio book.

Reading helps you build self-awareness, increases knowledge and confidence so you feel able to reach out as well as helping you understand others. In this way it can directly underpin the development of vital social networks, whilst promoting reflection, understanding and empathy which helps sustain these key relationships. These skills make good link workers.



Understanding others' mental states is a crucial skill that enables the complex social relationships that characterize human societies.

*Reading Literary Fiction Improves Theory of Mind*  
David Comer Kidd and Emanuele Castano

## 2. Be Active

There is an old saying - use it or lose it - which is as pertinent today as ever.

Reading and writing exercise the brain and help improve memory and focus. They also fuel knowledge and support new skills; whilst they can equally provide an important release and outlet for emotions. Being active both physically and mentally is really important to support personal growth and physical and mental health.

Remember, **there is no health without mental health.**

There is also something about traditional paper books which also appears to support deep immersive reading that is uniquely good at stimulating focus and concentration.

### 3. Take notice

**Reading can pique curiosity and open-up new worlds to us all. In our busy often hectic daily lives, we often feel distracted, rarely take time to stop, or to pay attention to what is going on right now and really appreciate the world around us.**

Taking time to focus on the 'here and now', within an often all too busy, frequently confusing and sometimes frightening world we live in, can support good mental health.

Losing yourself in a book can provide the space to take stock, slow down and relax as well as provide insights into other people's lives.

### 4. Keep Learning

**We know reading enhances vocabulary and communication skills, but it also opens up new worlds you can explore.**

Learn how it feels to be a civil rights activist in 1960s America, or what it takes to be an athlete at the top of their game. Books provide windows into the lives of others and improve personal understanding of different people and cultures. They teach practical skills like cookery and DIY. They support you in developing new interests, build confidence and empower you to change.

### 5. Give

**There is an old saying, "It's better to give than receive", and it is backed up by research.**

People who are kind and compassionate experience clear benefits to their wellbeing and happiness.

Sharing stories and using activity books helps us build social bonds with others, whether young or old. Giving time to read to others, recommending a book to a friend that you have enjoyed or found useful; these small acts of kindness and compassion provide benefits to personal happiness.

Helping others is thought to be one of the ways that people create, maintain and strengthen their social connections. Why not release a book into the wild with [BookCrossing](#), share your own creative work or support someone with their own project or volunteer at a shared reading group?

# The resources

Six public library services are working with Improving Me across the Liverpool City Region (LCR) to develop and test a model to harness libraries and their books for wellbeing. They are:

- Halton
- Knowsley
- Liverpool
- Sefton
- St Helens & the Wirral

## Digital inclusion

For many people, accessing information and services online is a normal part of everyday life, with routine use of the internet for anything from online shopping to health checks. It's often quick and convenient.

However, whilst there are many people who can embrace the use of digital, there are others within our region who find themselves digitally excluded and unable to use on-line services for a variety of reasons including lack of kit, skill, confidence or support. NHS Cheshire and Merseyside is acutely aware of the challenges digital exclusion presents to those seeking access to health information. That is why Improving Me has embraced libraries as a community asset.

Libraries have always been key in connecting people with information and knowledge. Nowadays this means digital channels are as important as books and publications. For those in our communities without digital skills and or access to broadband, there is a new role for libraries in supporting digital inclusion. That's why the NHS is working with libraries to improve their engagement with communities too. Libraries are working nationally with the Good Thing Foundation and in Cheshire and Merseyside that means more IT skills courses and the distribution of free data sticks.

Most libraries can offer:

- Free access to the internet
- Free wi-Fi
- Free access to E-books, E-Audio books
- Free access to online newspapers and magazines
- Digital access to library catalogues.

Most library services will also have online access to:

- Language learning tools
- Social media outputs which include information about events and activities for all ages.

The National Digital Inclusion Network provides access to free preloaded SIM cards through the National Databank, enabling participating services to give data to the people that need it most in their community. The National Databank is providing free data to 500,000 people in need via Good Things Foundation's network of community partners, in partnership with Virgin Media O2, Vodafone and Three.

We are also working with libraries across Cheshire and Merseyside and wider afield to share the learning and benefits of the new resources which are being pulled together.

## Uplifting Resources for NHS staff

This book collection was developed to support NHS staff during the pandemic. Given that 76% of NHS staff are women it seemed appropriate to extend the reach of these resources more generally. As an initial action, this collection is now available to borrow in the six pilot areas in LCR as well as from the 184 health libraries across England [here](#).

Please check with your local health library about lending policy and access using the link embedded above.



Uplifting Resources was developed jointly by Health Education England and the Reading Agency who crowd-sourced a list of uplifting and mood boosting books and digital resources specifically for NHS staff. Previously only held in NHS health libraries, this work will also extend access to primary care workforce, as well as the wider population and local employers. The aim is to encourage more awareness of the value of reading for wellbeing by harnessing tried and tested resources.

## On My Last Eggs, the podcast series

**The menopause can have a huge impact on women's lives, relationships and work. Dr Rachel New, Improving Me's writer in residence, has been lifting the lid on the whole messy, confusing journey with the help of experts and some key conversations with menopausal celebrities.**

By sharing these accessible and informative podcasts to focus attention on the menopause, we hope this useful and flexible resource will promote discussion and increase understanding about both symptoms and potential solutions.

## Start the conversation in your organisation

Rachel talks to the Government's first Menopause Employment Champion, Helen Tomlinson, who shares some inspirational anecdotes and gives some sound advice to both employers and employees, on how to make changes and thrive in the workplace - before, during and after the menopause.

[Read more about Helen here.](#) If you want to check out the other podcasts just [click here.](#)

## Toolkit for employers

### Managing pregnancy, maternity and parental leave in the workplace

Maternity Action's new toolkit for employers provides clear, accessible, free guidance on managing pregnancy, maternity and parental leave in the workplace.

The toolkit is focused on communicating the legal framework, outlining precisely what employers are required to do. Maternity Action aims to give employers the information they need at the time they need it, reducing the time demands on employers and reassuring them that they are meeting all their legal obligations.

- **The toolkit consists of:**
- **Quick Checklists for Employers**
- **Model Policies and Resources**
- **Business Examples**
- **Managing Pregnancy in The Workplace**
- **Maternity Leave and Return to Work**
- **Fertility Treatment, Miscarriage, Stillbirth and Parental Bereavement**
- **Adoption Leave and Return to Work**
- **Parental Leave Return to Work**
- **Managing Flexible Working.**

[To find out more click here](#)

## Free women's maternity rights advice service for Cheshire and Merseyside

This [new legal advice service](#) for women, is delivered on behalf of NHS Cheshire and Merseyside Women's Health and Maternity programme. It provides a dedicated Maternity Rights Advice Service for women, partners and families across the Cheshire and Merseyside region.



The service is free and confidential providing advice on rights at work and maternity pay and benefits for pregnant women and new parents who are living, working, or booked for maternity care in the Cheshire and Merseyside region.

Support via email and telephone:  
Maternity Action's Email advice service is provided through the [online contact form](#).

### For support:

Call 0808 802 0062 (freephone)

10.00am to 1.00 pm

Monday to Friday

If you have a general question about the project or would like to find out more, you can email: [cheshiremerseyside@maternityaction.org.uk](mailto:cheshiremerseyside@maternityaction.org.uk).

## Promoting mental health

Improving Me has been taking a lead nationally in developing novel resources and interventions which support mental wellbeing and promote recovery. These reflect an NHS concern to encourage early engagement with NHS services and an increased understanding of the impact of the wider determinants of health. We are delighted to share some of the outputs from this work.

Group singing with other mums is associated with greater decreases in cortisol, a stress hormone, than other social interactions. Singing to babies daily is linked with fewer symptoms of PND as well as enhanced wellbeing and self-esteem.

### Lullaby

The Lullaby project pairs new mums with professional musicians to work together to create their own unique lullaby, which is then professionally recorded and performed at a live celebratory event.

Informed by ten years of research and based on a model established by Carnegie Hall in New York, Lullaby Project supports maternal mental health, early childhood development and family wellbeing.

The Improving Me funded programme was evaluated by Dr Kerry Wilson and recently shortlisted for a Royal College of Midwives International Award.

You can [access 8 lullabies](#) written by women from across Cheshire and Merseyside working with some very talented professional musicians from Live Music Now, developed in partnership with the women's health and maternity programme.

If these recordings are useful you can access many more FREE digital resources on the [Improving Me website](#).

[Silver Birch](#) supports local communities to access treatment and care if they've experienced loss, distress or trauma during pregnancy and birth. This service is available in: Cheshire, Halton, Knowsley, Liverpool, Sefton, St Helens, Warrington and Wirral. The service is made up of therapists, psychologists, assistant psychologists, specialist midwives and peer support workers. Their role is to identify distress that has come from a maternity, neonatal or reproductive journey. This service work to support trauma, loss and fear around pregnancy and the maternity setting for those experiencing moderate to severe mental health.

There is 'no wrong door' approach when people are referred to us and we work with other professionals to provide high quality personalised care. The service takes a multi-agency approach to supporting women and birthing people, with professionals from mental health and midwifery working in collaboration to provide a holistic offer to service users.

Referral is through any healthcare professional such as midwives, health visitors, GPs, social workers, therapists or counsellors. The team operate a no wrong door policy.

## Health Conditions Directory

**This handy directory and guide** is designed to provide useful information for employers on the many different types of health conditions which may impact on people in the workplace.

It provides clear descriptions of common conditions as well as making useful suggestions about adjustments. By increasing knowledge and understanding of common conditions it helps identify simple and inexpensive steps to address these in the workplace. It also provides details of key organisations and services which can help employers and employees manage health conditions effectively in the workplace.

[Click here to view or download the directory.](#)



**I am not afraid of storms for I am learning how to sail my ship.**

**Amy March, from Little Women**



**Kindness can transform someone's dark moment with a blaze of light. You'll never know how much your caring matters. Make a difference for another today.**

**Amy Leigh Mercree**

# Key contacts

Improving Me  
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