Seasons Hospice Happenings

SPRING 2023 NEWSLETTER

SEASONS HOSPICE

Adding Quality of Life to Each Day

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SEASONS HOSPICE

Provides individualized and compassionate care, education and support for the dying and those who have experienced loss.

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1696 Greenview Drive SW Rochester, MN 55902 Phone: 507-285-1930 www.seasonshospice.org

HOW DO YOU MEASURE QUALITY AT END OF LIFE?

By Kristina Wright-Peterson, RN, MSN, Executive Director



The Center for Medicare and Medicaid Services (CMS) collects data from hospice providers across the country to help those looking for hospice

care make informed decisions about providers' performance. This information can help individuals determine which provider might be right for them. The data, submitted throughout the year by Seasons Hospice and any other Medicare-certified hospice providers, is collected in a tool called the Hospice Item Set (HIS) and is eventually made public on Hospice Compare's website (details below on how to access that website). In addition to viewing a single hospice agency's data, you can also compare them to state and federal data.

Another tool for measuring quality is the Consumer Assessment of Healthcare Providers & Systems (CAHPS) Hospice Survey. The CAHPS Hospice Survey is a national survey of caregivers who were involved in the care of a patient who died while under hospice care. Utilizing a third-party administrator, questionnaires are sent to the primary caregiver after the patient dies. The survey has 47 questions asking about eight different measures:

- 1) Communication with family
- 2) Getting timely help
- 3) Treating patient with respect
- 4) Emotional and spiritual support
- 5) Help for pain and symptoms
- 6) Training family to care for patient
- 7) Rating of this hospice
- 8) Willing to recommend this hospice

The results of these surveys are also published on Care Compare through www.medicare.gov. In order to participate in the CAHPS Hospice Survey, hospices need 50 or more survey-eligible patients or caregivers to participate.

Both of these data collection tools from Medicare provide Seasons Hospice with information needed to ensure we are providing the highest quality of care possible.

If you were to look up Seasons Hospice to review our rankings (and I hope you will as soon as you finish reading this newsletter!) you will see that Seasons performs at or above the national and state average in almost every measurement. Additionally, our family caregiver rating is 4 out of 5 stars which is matched by only one other hospice agency in our area. To review Seasons Hospice and other providers from across the country, visit www.medicare.gov/care-compare/, select "Hospice Care," and type in the zip code or agency name to begin your search.

These measures and rankings are more than just comparisons to others. The very heart of hospice is to provide individualized care, which looks different for every person we touch. So how do we know we are doing it well? Surveys and data will never tell us the whole story, but I am incredibly proud of our team for not only doing their job well, but doing it well enough that data does tell part of the story! We will continue to review these surveys as one way of measuring our success, but at the end of the day, the greatest success we will ever have is being invited to be a part of hospice care for our patients and their families. Each time, it is an honor to be entrusted with the care of those at the end of life.



ALSO INCLUDED IN THIS ISSUE:

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Donations are vital to our ability to provide end-of-life care and grief support. Please consider making a gift today, either by donating online at www.seasonshospice.org/ **donations-and-giving**, or by mailing a check to Seasons Hospice, 1696 Greenview Drive SW, Rochester, MN 55902. Thank you for your support!

PLEASE NOTE:

Visit our website at www.seasonshospice.org to view our video, learn about Seasons Hospice programs, employment or volunteer opportunities, and more.

FACES OF HOSPICE: Her Smile Was Joy

Richard Rundle wrote this heartfelt reflection about his beloved wife, Joyce, and her endless capacity for caring about and loving others.



On January 20, 2020 – our 69th wedding anniversary – it was quite clear to me that there would not be a 70th.

Joyce Kathleen Driscoll and I met on a blind date – a picnic - in September 1949. She was 18, I, 19.

She was a beautiful girl with a strong interest in music,

which I shared. She was a member of the Twin Cities Symphonic Chorus. We soon were "going steady" and in about 1½ years, when I reached 21 and did not need my parents' permission, we were married. It was 9 degrees below zero that night at the White Pine Inn in Bayport, MN where we spent our 24-hour honeymoon.

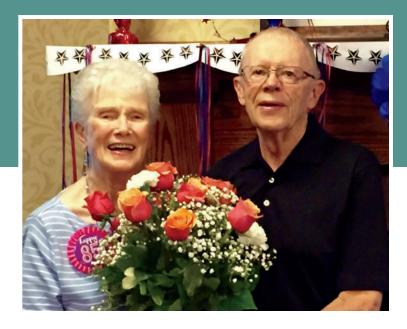
Joyce worked, helping me finish college. I was then drafted and when she kissed me goodbye as I was boarding the train heading west (Korea), she was pregnant. She lived with her parents while I was away, and son Thomas was born in September 1953. We later had three daughters: Kathleen, Carolyn and Anne. We bought our first new house in 1956 and, as we joined 'suburbia,' Joyce made new friends instantly, her magnetic smile reflecting the warmth she felt toward people. "Her smile was joy" was one friends' description.

When our kids finished elementary school, she began her calling: volunteer work. Wherever we lived – Minneapolis, Webster, WI, Winona or Rochester – Joyce's helping heart was beating. United Way First Call for Help, Meals on Wheels, reading to nursing home residents, and regularly visiting a dying friend who taught her to play Mah Jong were some of her activities. Mah Jong became her obsession.

Traveling was a shared delight. Of the 15 faraway places we visited, Ireland was her hearts' home. She was likely 50% Irish by blood but 100% by spirit and self-identity. On our second trip to Ireland, she went into atrial fibrillation, a taste of worse to come. During her last 16 years in Rochester her heart gave her various troubles and open-heart surgery, a pacemaker and a valve implant were needed. Additionally, skin and uterine cancers, venous insufficiency with resultant leg wounds, and, near the end, failing kidneys. Through it all Joyce remained sweet and upbeat.

Her decline was gradual, but hospice care loomed. She had friends who benefited from hospice and our daughter, Carolyn, worked for Seasons, but she didn't feel ready, having set goals for herself: make it to her 90th birthday and then to see her first greatgrandchild, due in October, some months away.

Ultimately, she could not deny reality and on May 18, 2020, she enrolled in Seasons Hospice. The angels promptly arrived bearing names Susie and Brandi, an RN and LPN respectively, plus support from others. Brandi was the resident wound care specialist and,



66 Seasons Hospice made it possible for Joyce to die the way she wanted to: at home surrounded by the people who loved her beyond measure. 99

with prompt application of medicinal honey and a new dressing procedure, produced immediate relief and healing. Susie managed Joyce's meds and body care and gave her the most genuine TLC I have ever seen. Seasons also provided a chaplain, Cory, and a music therapist, Erin, who sang sweet melodies for Joyce with Joyce prompting her to "Sing more Irish songs."

As we reached the last few days, Susie, Brandi and others continued their comforting care. Joyce died at 8:12 a.m. June 23, one month from her 90th birthday goal. I held her hand until I could see life slip away, her daughters by her side. She, against the poet Dylan Thomas' advice, DID go gentle into that dark night. We called Seasons and Susie came out immediately to confirm the death and to notify the funeral home. As Joyce's body was being carried to the vehicle a swarm of swallows that nested nearby flew closely overhead.

Seasons Hospice made it possible for Joyce to die the way she wanted to: at home surrounded by the people who loved her beyond measure.

So, what did Joyce love? Birds and butterflies... flowers...Ireland of course...the Saguaro cactus of the Arizona Sonoran Desert...her children and grandchildren...her Unitarian Church friends... cooking and experimenting with recipes...music - particularly operatic sopranos, but also Ella and Sarah...and, oh yes, Ol' Blue Eyes Sinatra.

And she loved me – the greatest gift anyone could have.







Written by: Richard Rundle Pictured opposite page: Joyce Rundle Above left: Joyce and Richard on her 85th birthday Above top left: Joyce as a young woman Above top right: Joyce and Richard on their wedding day Above bottom: Her 70th birthday family photo

Memories to Last a Lifetime

By Carolyn Piepho, Director of Development and Communications



Carolyn Piepho will retire May 5, 2023

As I look back on my 17-year career with Seasons Hospice, I am overcome with gratitude toward the people I have worked with: my colleagues, volunteers, board members, donors, business and community leaders,

and other friends of Seasons Hospice who helped me realize my vision to increase the visibility and funding for this organization.

I was fortunate to be led by three remarkable women during my time here. Pam Schaid, our first executive director, hired me in April 2006, knowing that while my hospice knowledge was limited, my fundraising experience was not. My previous positions in arts management and fundraising, both in paid and volunteer capacities, set the stage for me to become the first development director of Seasons Hospice. I greatly appreciate Pam's trust in me and thank her for giving me, what proved to be, a once-in-a-lifetime opportunity.

Following Pam's departure, I worked with Beverly Haynes, our second executive director. Bev understood I needed autonomy and creative freedom to be effective in my job, whether it was raising money, planning fundraising events or community outreach and awareness activities, revamping our brand, or anything else that fell in the "other duties as assigned" bucket. As long as I stayed true to our mission and was able to raise the revenue to fund my initiatives, I had her blessing. As my mentor and role model, I learned life lessons from Bev that continue to guide me today.

And now, Kristina Wright-Peterson, our third leader as of June 2022, has already demonstrated tremendous wisdom and skill that will carry Seasons Hospice forward. As I approach my retirement, I am thankful for Kristina's continued support. While I regret I won't have the benefit of longevity with her, I feel confident we will collaborate on projects in the future.

Working at Seasons Hospice has changed my life. I went from having no real concept of what hospice care was, to it becoming part of my DNA – my passion. I've watched my co-workers in the field care for our patients with skill, compassion, respect, and dedication that I am in awe of. Hospice care is not easy work, and my colleagues become part of a family's circle during a vulnerable time. Often, they witness intense grief and sadness, but also joy and beauty. Seasons' staff help families navigate the end-of-life journey few people are prepared for. I experienced this firsthand when my beloved mother enrolled in hospice with Seasons during May-June 2020. During this time, I, too, was taken care of. Bev gently, but firmly, told me to take time off. "Spend the remaining time you have left with your mother. Be her daughter, not a Seasons Hospice employee." I followed her advice and am eternally grateful to her for that.

My accomplishments at Seasons Hospice have not been achieved in a vacuum, and I owe so much to the volunteers who have been my pillars. Together, we presented 17 galas, and the same devoted group worked side-by-side with me for many of those years. Words cannot adequately express my appreciation to them for their steadfast support. As well, there are colleagues who will always remain in my heart for the important work we did together, fueled by the mission that was our bond.

I am sad to be leaving this organization that I love so much. But, I am excited to share we have hired Nancy Hintz as the new Director of Development and Engagement for Seasons Hospice. Nancy brings decades of experience in fundraising and community engagement to Seasons. I know she will flourish in her new role here and bring Seasons to new heights.

Thank you for supporting me, and Seasons Hospice, during the past 17 years. I am leaving with a treasure trove of memories that will last my lifetime.

With love and gratitude,

Carolyn

Seasons Hospice will be dedicating our **Seasons of Life Labyrinth**, made possible by a generous donation from the estate of Mary Lou Sebesta (Warren), on Sunday, June 25th in the afternoon. The dedication will take place on the upper grounds of the Seasons Hospice House, with tours of the beautiful gardens, lovingly maintained by our volunteers, occurring during this time. More information to follow!

A Greeting From Nancy Hintz, Incoming Director of Development and Engagement



Carolyn is a tough act to follow...and I couldn't be more grateful, personally and professionally.

As I was considering hospice care for my mother, it was Seasons' lovely and highquality communications that captured my heart and eased my mind. I am

forever grateful to Carolyn and the Seasons Hospice team for leading us to this organization through these communications.

Professionally, it is a rare gift to step into a position that has a foundation of such quality and substance. Not only do her communications and development efforts reflect and promote excellence, but the Gala and other engagement endeavors Carolyn has created and nurtured are held in the highest regard.

As I join Seasons Hospice in the role of Director of Development and Engagement, I have a strong sense of coming full circle. I started my professional journey as a social worker, and, after taking a few twists and turns, I have spent nearly two decades working within and taking the lead of development and engagement efforts in higher education and environmental organizations. To now work alongside those whose service to others is among the most noble of all callings inspires me to dig deep, reach up higher, and do the very best work of my career.

An exceptional team is the key to success, and I am honored to be a new member of the organization that so compassionately and expertly cared for our mother and who continues to nurture our family with beautiful correspondence and an open door. Kristina's leadership, and the many talented and committed professionals and volunteers, are the essence of Seasons' success. I am excited to embark on this journey with all of you!

PLANNED GIVING REMINDER

Please make an investment in the future of Seasons Hospice!

There are many ways to make a lasting gift to Seasons Hospice that will continue supporting our mission in a significant way long after you are gone. Through planned gifts such as a bequest, beneficiary designation, charitable gift annuity, or many other planned giving models, you could realize tax benefits or even income at the same time you are helping sustain Seasons Hospice.

Please notify Seasons Hospice if you have already included us in your estate plans so you can be inducted into our "Seasons of Life Society" for legacy donors.

For more information contact the Development Office at donations@seasonshospice.org or call 507-285-1930.



reflections

CENTER FOR GRIEF EDUCATION AND SUPPORT

Ways to Support Someone Who is Grieving

This article appeared in the July 18, 2019 issue of Harvard Health Publishing's online newsletter from Harvard Medical School

It can be hard to know how to console a friend or relative who is grieving. If it seems that nothing you can do or say helps, don't give up. You can't take the pain away, but your presence is more important than it seems. Accept that you can't fix the situation or make your friend or relative feel better. Instead just be present and offer hope and a positive outlook toward the future. Recognize that grief is a gradual process.

Even small gestures—sending a card or flowers, delivering a meal, helping out with laundry or shopping, or making a regular date to listen and offer support—can be a huge source of comfort to a person who is grieving. One woman, a dog lover who had recently lost her husband, recalled her joy when a close friend went to the pound and brought her a basket of puppies that needed to be fostered for a few weeks.

It's important to be flexible and open to a person's way of grieving. For example, if a bereaved friend or family member is coming to your house for the holidays, ask if you can do anything to help mark the loss during this occasion. Be willing to leave plans loose. Build in a loophole when you extend the invitation: "We would love to have you join us. You needn't decide until the last minute, if you want some time to think about it." Gently press a person to accept your invitation, but take "no" for an answer without ire. Call the next day to check in.

It is sometimes difficult to know what to say to a bereaved person. If you find yourself tongue-tied or uncertain of what to do in the face of someone's loss, here are some ideas to help you.

- Name names. Don't be afraid to mention the deceased. It won't make your friend any sadder, although it may prompt tears. It's terrible to feel that someone you love must forever be expunged from memory and conversation. Saying how much you'll miss the person is much better than the perfunctory, "I'm sorry for your loss."
- Don't ask, "How are you?" The answer is obvious—
 "not good"—and because it's the same greeting you
 would offer anyone, it doesn't acknowledge that your
 friend has suffered a devastating loss. Instead try, "How
 are you feeling today?"
- Offer hope. People who have gone through grieving often remember that it is the person who offered reassuring hope, the certainty that things will get better, who helped them make the gradual passage from pain

to a renewed sense of life. Be careful, though, about being too glib, as doing so may make the bereaved person feel even more isolated. Rather, say something like: "You will grieve for as long as you need to, but you are a strong person, and will find your way through this." This remark both acknowledges that there is no quick and easy solution and also affirms your confidence that things will improve.

- Reach out. Call to express your sympathy. Try to steer clear of such phrases as "It's God's will" or "It's for the best" unless the bereaved person says this first. Your friend or relative may need you even more after the first few weeks and months, when other people may stop calling. Check in every now and then just to say hello (you may find it helpful to put reminders on your calendar). Most bereaved people find it difficult to reach out and need others to take the initiative.
- Help out. Don't just ask if you can "do anything." That transfers the burden to the bereaved, and he or she may be reluctant to make a request. Instead, be specific when offering help. Bring dinner over, pass on information about funeral arrangements, or answer the phone. Pitch in to clean up the kitchen. Sometimes your help is most valuable later. A lawyer might help answer questions about the estate. A handy person might button up the house as winter approaches.
- Assist with meals. Provide hands-on assistance with cooking, and volunteer to help with shopping. For many bereaved persons, particularly widows and widowers, it can be a big adjustment to get accustomed to planning meals, shopping for groceries, and cooking for just one person.
- Listen well instead of advising. A sympathetic ear is a wonderful thing. A friend who listens even when the same story is told with little variation is even better. Often, people work through grief and trauma by telling their story over and over. Unless you are asked for your advice, don't be quick to offer it. Frequently, those who are grieving really wish others would just listen. It's your understanding—not your advice—that is most sorely needed.
- Avoid judgments. Your friend's life and emotional landscape have changed enormously, possibly forever. You may wish he or she would move on, but you can't speed the process or even ensure that it happens. Let your friend heal at the pace that feels right and in his or her own manner. "You should cry" or "It's time to move on" aren't really helpful directions.

reflections CENTER FOR GRIEF EDUCATION AND SUPPORT

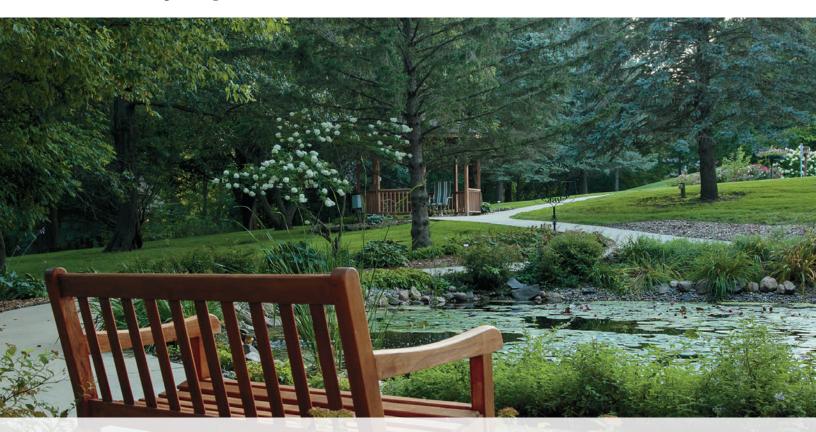
CIRCLE OF REMEMBRANCE

After a death of a loved one we often look for ways to preserve their memory. Some may journal and express their love in writing, others may paint or develop a "play list" of music expressing the various moods of their relationship. Some are able to build large monuments such as buildings or lasting memorials to honor, appreciate and educate future generations as to the contributions of this individual, while others mark a spot with a simple cross or inconspicuous reminder that only they would understand. Memorials are also created as a way of coping with grief.

Seasons Hospice offers an opportunity to remember loved ones through our Circle of Remembrance Memorial. A personalized paver that is inscribed with your own sentiment about your loved one will be placed along the pathway on the grounds of the Seasons Hospice House.

To order a paver, complete and submit the online form found at <u>www.seasonshospice.org/circle-of-remembrance-memorial-paver-form</u>.

For information about upcoming support groups please see the calendar listings on our website: www.seasonshospice.org/calendar.



"Grief, I've learned, is really just love. It's all the love you want to give, but cannot. All of that unspent love gathers in the corners of your eyes, the lump in your throat, and in the hollow part of your chest. Grief is just love with no place to go."

VOLUNTEER SPOTLIGHT: Jean and Maisie Rynda



Q: Can you share something about your and Maisie's background?

A: Maisie is an eight-year-old English springer spaniel mix. Based on her DNA test, she is mostly springer spaniel with a bit of beagle, Shih Tzu, and mystery. My husband and I adopted her from English Springer Rescue America (ESRA) in December 2015, when she was estimated to be one-year-old. ESRA rescued Maisie and her sisters after they were almost shot by their breeder, who was being shut down. Maisie was initially very fearful, but she always had a sweet disposition and her foster family, vet, and teachers agreed that she would make a wonderful therapy dog. Taking classes helped her gain confidence and blossom into a "people person."

Q: What led you to volunteer for Seasons Hospice as a pet therapy team?

A: I had some familiarity with Seasons Hospice through prior community volunteering and thought hospice work would be a good fit for us. Maisie and I started volunteering with Seasons Hospice six years ago, in June 2017. We have specific patients who we normally visit weekly. Once we start to visit a patient, we continue to see them until they pass away or leave hospice care. We have also volunteered at Seasons Hospice grief support group meetings and community outreach activities.

Q: What kind of training did you both complete in order to become a pet therapy volunteer team for **Seasons Hospice?**

A: Shortly after we adopted Maisie, we started taking classes to help socialize her and prepare both of us for therapy dog registration testing. After our initial interview at Seasons Hospice, we were invited back for a screening evaluation. We then went through testing and evaluation with an Alliance of Therapy Dogs (ATD) tester/trainer who was brought in by Seasons Hospice. We passed the testing and several in-field evaluations to become registered with ATD, and Maisie also passed her AKC - Canine Good Citizen test at that time.

Q: What is it about the work you enjoy so much?

A: I've wanted to do therapy dog work for many years and am so fortunate to have found Maisie. Dogs who love this type of activity have empathy and skills that go way beyond the testing checklists, and it's amazing to see their impact. Some things that I enjoy:

- Watching patients smile and reach out to touch Maisie. Listening to their own pet stories.
- Seeing family members relax and pet Maisie, and smile as they observe their loved one interact with her.
- Hearing someone say, "she understands" as Maisie looks at them.
- Seeing Maisie wag her tail as she approaches a patient, and touch them with her paw or nose.

Q: Is there a patient experience you've had that really stands out to you?

A: Every patient experience is unique and special, but here is one that stands out. A patient whom we had visited a number of times in his group home was actively dying. On this day his family had gathered in a vigil and they welcomed us into his room. I told Maisie that her friend was unable to pet her; she looked at him closely and then quietly curled up right next to his side. She understood, and just wanted to be close. The family was touched by her gesture.

Q: Is there anything else you'd like to say to those who may be considering pet therapy work, or other volunteer work at Seasons Hospice?

A: If your dog loves people, they might be a wonderful therapy dog who can bring some joy and peace to hospice patients and their families, and enjoy themselves in the process. Seasons Hospice is a great organization to volunteer with and be involved in the community, and there are a wide variety of opportunities to help their mission of compassionate care – I encourage you to check it out.

This poem, written by a Seasons Hospice staff member, was inspired by the care her mother and family received by Seasons Hospice staff and volunteers. It first appeared in the Spring 2021 newsletter in commemoration of National Volunteer Appreciation Week, and is as relevant today as it was two years ago.

A VOLUNTEER'S HEART

Hour by hour, Day by day, Week by week, Month by month, Year after year You hold a hand that's worn by age; Warmed by your touch, Quieted by your presence.

You plant a tree, prune a rose, feed the birds, And tend to carpeted grounds with reverence for This plot of land that brings peace to all who stay.

You bake, you cook, you clean and greet To make this House a Home.

Your calling card is a final salute, A hand-sewn testament to bravery; A song from your heart; A warm, furry face that finds a welcoming lap.

Your ready smile and reassuring embrace Calms the frightened, nurtures the weary, And comforts the grieving.

You file, you copy, you answer the phones, And write endless notes to support the broken-hearted.

You pound the pavement to find wares to sell At a gala marketplace. You create, you zhuzh, you transform a space Into a magical wonderland.

You are paid with a currency of the heart Which enriches you beyond measure. You are selfless, you are devoted, you are cherished.

You are, quite simply, the Heart of Seasons Hospice.

APRIL 16-22 IS NATIONAL VOLUNTEER APPRECIATION WEEK!

We feel so fortunate to have such a dedicated group of volunteers supporting our organization. These are just some of the ways our volunteers help Seasons Hospice:

- Provide direct care support to patients: in person at their homes, in skilled nursing, assisted living, memory care, group homes, and at the Seasons Hospice House. They also make weekly "tuck-in calls" to patients before the weekend to make sure patients have what they need.
- Follow up with bereavement clients with phone calls and personally written notes and other mailings.
- Assist with administrative tasks in the office from answering phones to doing clerical work, arranging flowers we receive from Trader Joe's which are then distributed to patients by clinical staff, and more.
- Highly trained pet therapy teams consisting of an owner/handler and therapy dog visit patients and spread love and joy.
- Veteran volunteers pay visits to Veterans on our program, giving medal and certificate presentations, providing companionship, and always offering a final salute to the Veteran for their service.

During 2022, 125 volunteers donated 2,606 hours, covering 21,292 miles, at a cost savings to our organization of \$52,114!

Thank you for all you do for Seasons Hospice!



Seasons Hospice and End in Mind will co-present Living into Dying: An Artistic Exploration of Well-being During Life's Passages at the Rochester Art Center on May 24 from 7:00-9:00 p.m.

The event will feature tours of the current exhibit, The Nexus of Well-Being and Art by Minnesota-born artist, Anne Labovitz, and a discussion with the artist, moderated by Cathy Wurzer, founder of End in Mind and host of MPR's Morning Edition, and Kristina Wright-Peterson, Executive Director of Seasons Hospice. Details to come!

- Join Our Team! -

Are you seeking a healthcare job in Rochester, MN? Would you like to make a difference in the lives of our patients, our community, and in your own life? We are looking for RN's, LPN's, and TMA's who are compassionate and are passionate about caring for individuals at the end of life.

We recognize that our employees are our greatest asset and we are pleased to provide competitive salaries, benefits, ongoing training, educational opportunities, a workplace wellness program, and more.

We invite you to check us out – we think you'll like what you see! www.seasonshospice.org/career-opportunities or call 507-285-1930.







Seasons Hospice provides individualized and compassionate care, education, and support for the dying and those who have experienced loss.



1696 Greenview Drive SW Rochester, MN 55902

Please notify us if you receive duplicate issues or no longer wish to receive this newsletter.

NATIONAL HEALTHCARE DECISIONS DAY - APRIL 16, 2023

5 Tips for Having a Conversation About Your Health Care Wishes



You don't have to talk about everything or talk to everyone in the first conversation. In fact, we suggest you **keep talking over time!**



Be patient. Some people are nervous or may need time to get ready to talk. Every time you start a conversation, it helps you come closer to making your wishes fully known. Keep trying.



You don't have to lead the whole conversation; it's important to also **listen to what the other person says** so you can build trust.



Nothing you say is permanent. You can always change your mind as things change in the future



You may find out during these conversations that you and your trusted people disagree. That's OK (no judgment!). **The important thing is that you're talking now and to keep talking** — so you're prepared in case your health changes.

the **conversation** project

It has never been more important to have your advance health care wishes documented! For more information visit The Conversation Project at www.theconversationproject.org