



Table of Contents

What is neart railure
There are 2 types of heart failure (systolic heart failure and diastolic heart failure).
Ejection Fraction (EF) A measure of how the heart pumps out blood.
2 Grams Sodium Diet Also known as salt; an elecrolyte your body requires, but too much can make you retain water.
Salt Alternatives Different herbs and seasonings to flavor food without sodium.
Food Suggestions
2 Liter Fluid Restrictions Limiting the amount of fluids you drink in a day.
Modifying My Lifestyle Factors Alcohol, Tobacco, Weight and Blood Pressure
Keep Moving Different exercise techniques to conserve energy and strengthen the heart. Use tracking log to log your symptoms and feelings of exertion and shortness of breath.
Progess Monitoring Log A place to keep a record of your pulse and cardiopulmonary exercise tolerance.
Stress and Emotions
Self-Management Tools Central location to log daily fluid intake, baselines, meds, symptom chart, weight, blood pressure and daily heart rate.
Advance Care Planning1

My Self-Management Guide for Heart Failure

Heart failure is a chronic disease and does not just "go away." To prevent symptoms or complications, follow this guide.

Green Zone: Keep Up the Good Work! (This is your goal.)









activity level is normal for you



check stable Weight:



Consume no swelling; feet more than and legs look 2 grams of sodium a day normal for you



Drink no more than 2 liters of fluid a day

GREAT! CONTINUE:













Yellow Zone: CAUTION!







Increased shortness of breath with activity



Sudden weight gain of more than 2-3 lbs. in a and ankles 24-hour period (or 5 lbs. in a week)



legs, feet

abdomen



Discomfort or swelling in the



Trouble sleeping or needing more

CALL!





Red Zone: MEDICAL ALERT!







Shortness of



New or worsening dizziness, confusion, sadness or

denression



Worsening discomfort or swelling in the lower body/ abdomen



Loss of

appetite

Worsening trouble sleeping: cannot lie flat

WARNING! You need to be evaluated right away



Call your physician right away. If you are unable to reach vour doctor, call 911.



Chest Pain Call 911

For all heart failure questions or concerns: Contact

Source: American Heart Association

X22668 - LD1323 Self-Check Plan Infographic Approved for distribution by Spectrum Health System Patient Education and Learning Content Integrity Council ©2020 Spectrum Health

What Is Heart Failure?

Heart failure is a condition in which the heart has trouble pumping blood because it has become weak or stiff. This means that the heart does not pump blood efficiently for the body to work well. For some people with heart failure, fluid may back up into the lungs or there may be swelling (edema) in the lower legs or abdomen. Heart failure is usually a long-term (chronic) condition. It is important for you to take good care of yourself and follow your treatment plan (use My Self-Management Guide for Heart Failure).

What Puts Me at Risk for or Causes My Heart Failure?



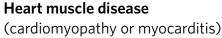
High blood pressure (hypertension)



Heart attack (myocardial infarction)



Coronary artery disease





Lung disease



Diabetes



Irregular heartbeat (arrhythmia)



Drinking too much alcohol

What Type of Heart Failure Do I Have?

Abnormal heart valves

It is possible to have one or both types of heart failure. The 2 types are **systolic** and **diastolic** heart failure.

- □ I have **systolic** heart failure—this means my heart is not able to pump out as much blood from my heart, and it can sit there in my ventricles (bottom of my heart)
- □ I have **diastolic** heart failure—this means the ventricles (bottom of my heart) are stiff or do not relax, causing my heart to fill with less blood

Ejection Fraction

An ejection fraction (or EF) is a measurement of the amount of blood that the heart pumps out during each beat. It is often measured through an echocardiogram (or echo)—an ultrasound of your heart.

- A healthy heart pumps out 50% to 70% of blood during each beat.
- If you have **systolic** heart failure, your EF is typically reduced, often below 40%.
- If you have **diastolic** heart failure, your EF may be within normal range, but there is less blood in the heart that is being pumped out, as the heart is not relaxing properly to allow all the blood to get in.

Your current EF is% on date			
Notes if changed from previous:			

Resource: Elsevier Interactive Patient Education © 2019 Elsevier Inc

Heart Failure Medications

Heart failure is a progressive disease; however, there are many medications that can help to manage your heart failure.

- Take all medications as prescribed by your physician
- Do not skip doses—even when you feel good
- Do not stop taking your medicine for any reason, unless you discuss this with your doctor first

If you have any issues getting your medication as prescribed, contact your doctor.

I am taking a	The name of	This will	Notes
	my pill is		
□ ACE inhibitor or ARB		Reduce the workload of my heart.	
		This may also lower my blood pressure.	
□ Beta Blocker		Slow my heart rate to allow more time for blood to fill the heart and may block substances made by my body that make heart failure worse.	
		This may also lower my blood pressure and keep my heart rate in a normal rhythm.	
□ Diuretic (water pill)		Get rid of the extra fluid in my body, which can make breathing easier and decrease swelling.	
		If I have to take a diuretic two times a day, taking my last dose before 6 p.m. will make is less likely that I will need to use the bathroom during the night.	
□ Neprilysin inhibitor plus an ARB		Improve my heart's ability to pump blood.	
Other Medications:		Help my heart pump better,	
□Digoxin		block substances made by	
□Hydralazine		my body that make heart failure worse, raise my	
□Nitrates		potassium, or lower my	
□Mineralocorticoid		blood pressure.	

^{*}This chart includes common heart failure medications that you may be prescribed.

2 Grams (2,000 mg) Sodium Diet

Limit Your Sodium Intake to 2,000 Milligrams or Less Per Day

Eating too much salt (also called sodium) can cause your body to hold extra fluid. This can make your heart work harder and can make your heart failure symptoms worse. To keep your heart healthy, limit your sodium intake to no more than 1,500 to 2,000 milligrams per day.

Ways to lower the sodium in your diet:

- Flavor your foods with herbs and spices instead of salt. Adding salt to foods can make your sodium intake add up quick. One teaspoon of salt is about 2,300 mg of sodium. Salt-free herb blends, like Mrs. Dash®, are a great way to flavor food. See page 7 for other herb and spice suggestions.
- Salt substitutes, like Nu-Salt® or Morton® Salt Substitute, are generally not recommended because they contain potassium. Check with your doctor first if you decide to use these.
- Choose whole, unprocessed foods as much as possible. Processed foods tend to contain more sodium. The Food Suggestions table on the next page contains tips about which foods are healthy and which should be limited or avoided.
- Limit restaurant and fast food meals to 2 meals per week or less. These meals typically contain high amounts of salt, so try to eat more meals at home.

Using the Nutrition Facts Label

Start by looking at the serving size. All of the information on the nutrition facts label is based on 1 serving. If you eat more or less than 1 serving, you will have to adjust the information on the label based on that amount.

Sodium is listed in milligrams (mg). You might want to limit sodium to 500 to 600 mg per meal if you eat 3 meals per day, to stay under 2,000 mg total per day. Compare the number on the label with your daily goal to stay under 2,000 mg daily.

Avoid foods that contain more than 300 mg in a serving size.

Nutrition Facts	
Serving Size 1 burger (85 g	g)
Servings per Container 4	
Amount Per Serving	
Calories 110 Calories from	n Fat 10
% Daily	Value *
Total Fat 1.5 g	2 %
Saturated Fat 0 g	0 %
Trans Fat 0 g	
Cholesterol 0 mg	0 %
Sodium 260 mg	11 %
Total Carbohydrate 19 g	6 %
Dietary Fiber 6 g	24 %
Sugars 1 g	
Protein 5 g	
Vitamin A 45% • Vitamin	C 2%
Calcium 2% • Iron 8%	
*Percent daily values are based on 2,0 calorie diet. Your daily values may be	

ower depending on your calorie needs

Sodium



Food Suggestions

Food Group	Foods Allowed	Foods to Avoid
Beverages	Water, coffee, tea, decaffeinated coffee.Carbonated beverages.	 Dutch-processed cocoa. Sports drinks. Energy drinks. Any above allowed fluid amount.
Breads, Cereals and Starches 6 to 11 servings	 Low-sodium breads, muffins, tortillas. Unsalted crackers, pretzels and popcorn. Brown rice, barley, whole wheat pasta and other pastas cooked without salt. Homemade bread stuffing. Unsalted cooked cereals and low-sodium dry cereals. 	 Bread, rolls and crackers with salted tops; salted snacks such as pretzels, potato chips, popcorn. Store-bought bread stuffing; regular bread crumbs or cracker crumbs. Store-bought rice or pasta mixes. Instant-cook cereals. Rolls, pancakes or biscuits made from mixes or refrigerated dough.
Fruit 2 to 4 servings	 Fresh or frozen fruit, or fruits canned in their own juice. Fruit juices. Dried fruits. 	Fruits processed with salt or sodium.
Vegetables 3 to 5 servings	 Fresh and frozen vegetables. Low-sodium canned vegetables. Low-sodium tomato juice and low-sodium V8° vegetable juice. 	 Any prepared with salt or sodium. Regular tomato or vegetable juices. Frozen vegetables in sauces. Instant, frozen or dehydrated potatoes. French fries.
Meat and Meat Substitutes 5 to 6 ounces per day	 Unsalted fresh or frozen beef, lamb, pork, veal, poultry or game. Eggs and liquid egg substitute. Fresh or frozen fish, shrimp or clams. Low-sodium canned tuna or salmon. Low-sodium cheese. Cottage cheese (limit to 1/4 cup daily). Tofu and unsalted peanut butter. Low-sodium canned beans or dried beans such as split peas, garbanzo, kidney, pinto, etc. 	 Smoked, salted or dried meats such as ham, bacon, sausage, salt pork, deli meats, hot dogs, pickled meats, frozen breaded meats, jerky. Pickled eggs, egg substitute with cheese, dry egg substitute. Canned tuna, salmon, sardines and anchovies; imitation crab, crab, lobster, pickled and marinated herring. All cheeses, hard and processed, cheese spreads and sauces, unless unsalted. Regular peanut butter and canned beans.

Food Group	Foods Allowed	Foods to Avoid
Milk and Yogurt Limit to 2 servings per day 1 serving = 1/2 cup	Milk, chocolate milk and yogurt. Soy and almond milk.	 Buttermilk. Condensed milk. Commercially prepared breakfast drinks, malted milk. Any milk exceeding allowed fluid amount.
Soup	 Unsalted homemade soups made from allowed foods and milk. Low-sodium canned soups or bouillon. 	 Regular canned, frozen or dehydrated soup or bouillon. Any exceeding allowed fluid amount.
Desserts	 Homemade cake, cookies and fruit pies made without salt. Homemade pudding. Ice cream, sherbet, vanilla wafers and gelatins. 	 Instant pudding mixes. Cakes, cookies and muffins made from mixes. Other desserts made with salt.
Fats, Oils and Sweets Use sparingly	 Unsalted gravy, butter, margarine, salad dressings, vegetable oils, homemade gravies. 	 Regular salad dressings and gravies, bacon fat.
Miscellaneous	 Unsalted nuts, coconut. Prepared horseradish, homemade salsa, mustard, low- sodium ketchup. Flavoring extracts, chocolate (avoid Dutch-processed), chocolate syrup, jam and jelly. Unsalted snacks. Pepper, Mrs. Dash®, dry mustard, herbs, spices, vinegar, lemon or lime juice, Tabasco sauce. 	 Olives, salted nuts, pickles, soy sauce, regular ketchup, Dijon mustard, Worcestershire sauce, steak sauce, chili sauce, marinades, horseradish sauce, dried celery and nondairy creamers. Salted snacks. Boxed or canned convenience foods. Frozen meals, lunches, pizza or snacks. Store-bought sauces such as pasta, meat or entrée sauces. Meat extracts, meat tenderizers, monosodium glutamate (MSG/Accent®), onion salt, garlic salt or celery salt. Reduced-sodium salt or sea salt.

*Items in Blue count as fluids

Suggestions for Herbs and Seasonings

Herb-Blend Recipe				
1 tablespoon onion powder	In a small bowl, blend all ingredients. Store in airtight container. Use in place of salt for sprinkling over cooked foods.			
1½ teaspoon dry mustard				
1½ teaspoon basil leaves				
½ teaspoon ground celery seed				
½ teaspoon paprika				
½ teaspoon chili powder				

Herbs and Seasonings	Use with
Allspice	Ground beef, meatloaf, tomatoes, squash, all fruits
Basil	Beef, lamb, veal, pork, asparagus, squash, green beans, wax beans
Bay leaves	Beef, lamb, pork, poultry, tomatoes
Caraway seeds	Beef, lamb, pork, salads, asparagus, carrots, cabbage, noodles, breads
Celery powder	Soups, salads, deviled eggs
Chili powder	Ground beef, cauliflower, corn, peas, eggs
Chives	Meats, vegetables, salads, eggs
Cider vinegar	Meats, salads, beets, spinach
Cinnamon	Pork, ground beef, carrots, squash, spinach, sweet potatoes, breads, fruits
Cloves	Beets, carrots, squash, sweet potatoes, pears, applesauce
Curry powder	Meats, tomatoes
Dill/Dill seed	Tomatoes, beets, carrots, cauliflower, peas, potatoes
Fennel seed	Pork, poultry, seafood
Garlic (fresh or powder)	Meats, vegetables
Ginger	Chicken, beef, fruits, beets, carrots
Lemon juice	Beef, lamb, poultry, fish, vegetables
Mace	Ground beef, veal, breads, fruits
Marjoram	Beef, lamb, pork, veal, poultry, eggplant, zucchini, potatoes, eggs, canned fruits
Mint leaves (dry or fresh)	Lamb
Mustard (dry or fresh)	Ground beef, veal, chicken, eggs, onions, tomatoes
Nutmeg	All fruits, corn, carrots, cauliflower, potatoes
Oregano	Ground beef, veal, chicken, eggs, onions, tomatoes
Paprika	All meats, all vegetables
Parsley	All meats, all vegetables
Pepper (black or red)	Salad, meats, fish, eggs, vegetables
Rosemary	Potatoes, vegetables, meats
Sage	All meats, tomatoes, green beans, eggplant, squash
Thyme	All meats, eggs, peas, carrots, tomatoes, green beans

2 Liter Fluid Restrictions

Limit Your Fluid Intake to No More than 2 Liters (2,000 mL)

See Fluid Tracking Tool on page 16

What Counts Toward My Fluid Intake?

Your fluid intake includes all liquids that you drink, as well as any foods that become liquid at room temperature.

The following are examples of some fluids that you will have to restrict:

- Tea, coffee, soda, lemonade, milk, water, juice, sports drinks and nutritional supplement beverages.
- Alcoholic beverages
- Cream
- Gravy
- Ice cubes
- Soup and broth

The following are examples of foods that become liquid at room temperature. These foods will also count toward your fluid intake.

- Ice cream and ice milk
- Frozen yogurt and sherbet
- Frozen ice pops
- Flavored gelatin

How Do I Keep Track of My Fluid Intake?

Each morning, fill a jug with the amount of water that is equal to your daily fluid allowance. You can use this water as a guideline for fluid allowance. Each time you take in any form of fluid (including ice cubes and foods that become liquid at room temperature), pour an equal amount of water out of the container. This helps you to see how much fluid you are taking in. It also helps you to see how much more fluid you can take in during the rest of the day.

The following conversions may also be helpful in measuring your fluid intake:

1 cup equals 8 ounces (240 mL)	⅓ cup equals 2¾ ounces (80 mL)
³ / ₄ cup equals 6 ounces (180 mL)	¼ cup equals 2 ounces (60 mL)
² / ₃ cup equals 51/ ₃ ounces (160 mL)	2 tablespoons equals 1 ounce (30 mL)
½ cup equals 4 ounces (120 mL)	

Tips for Following This Plan

- Make sure that you stay within your recommended fluid allowance each day. Always measure and keep track of your fluids (including ice cubes and foods that become liquid at room temperature).
- Use small cups and glasses, and learn to sip fluids slowly.
- Try frozen fruits between meals, such as grapes or strawberries. These can satisfy thirst without adding to your fluid intake.
- Swallow your pills along with meals or soft foods such as applesauce or mashed potatoes, instead of with liquids. Doing this helps you to save your fluid allowance for something that you enjoy.

7

Modifying My Lifestyle Risk Factors: Alcohol, Tobacco, Weight and Blood Pressure

Modifying My Lifestyle Risk Factors

Along with diet, exercise and taking the medicines you are prescribed, there are some lifestyle changes you may be able to make to keep your heart from worsening. Talk to your doctor if you have any questions or need help.

Alcohol and Tobacco

Drinking alcohol and using tobacco can harm your heart.



Avoid Drinking Alcohol

- Alcohol does not mix well with heart failure medications and can weaken your heart.
- It is best to avoid alcohol.
- Talk to your doctor if you drink regularly.



Quit Smoking/Using Tobacco

- Do not smoke or chew tobacco, and stay away from secondhand smoke.
- Even if you have tried to quit before, keep trying!

It can take multiple attempts to successfully quit. Talk to your doctor about options to help you quit smoking.

Weight

- Maintain a weight that promotes a normal body mass index.
- Obesity can add stress to your heart and increase your blood pressure.

Blood Pressure

- It is important to monitor your blood pressure.
- Your diet and weight can affect your blood pressure.
- Take your medicine as prescribed and notify your doctor if you have any problems maintaining your blood pressure goal.

Keep Moving

Aerobic exercise is the best form of exercise for your heart. It involves repeated, sustained use of your large muscles, such as those in your arms and legs. Some examples are walking, biking and swimming.

Guidelines for Exercise

- Wait at least 1 hour after eating a meal.
- Avoid exercising in extreme heat (80 degrees Fahrenheit and higher), humidity (75% and above) or cold (less than 32 degrees Fahrenheit).
- Avoid or walk slower on hilly terrain.
- Pace yourself. It's OK to stop and rest, if needed. Try to walk longer than your rest breaks. Repeat intervals of walk/rest as able to progress to your goal.
- Do **not** exercise if you:
- Are not feeling well
- Feel short of breath at rest
- Are dizzy or light-headed
- Try these techniques to control your breathing and avoid shallow, rapid breathing:
- Pursed-lip breathing: Breathe in through the nose (as if smelling flowers), and slowly out through pursed lips (as if blowing bubbles).
- Diaphragmatic breathing (belly breathing): Place one hand on abdomen and your other hand on upper chest. Deeply inhale, feeling lower hand push out; slowly exhale through pursed (puckered) lips, feeling lower hand sink back in toward abdomen. Very little chest movement should be felt by hand over upper chest.

If You Have Diabetes

- Beginning an exercise program may affect your blood sugar. You may need to talk with your doctor to have your medications adjusted.
- Do not exercise on an empty stomach. It is best to exercise between 1 to 3 hours after eating a meal.
- Try to exercise at about the same time every day to help keep your blood sugar more level.
- **Stop exercise** if you are having symptoms of low blood sugar, such as shakiness, dizziness, loss of coordination or concentration, excessive sweating, or fatigue. You may need juice, candy or a glucose tablet to raise your blood sugar.



Stop Exercise and Rest If You Experience Any of the Following Symptoms:

- Pain, pressure or tightness in your chest, upper back, arms or jaw
- Irregular pulse, very rapid heartbeat, or sudden increase or decrease of pulse
- Dizziness or light-headedness
- Nausea, vomiting or cold sweat
- Inability to catch your breath
- Sudden confusion or lack of coordination
- Sudden weakness/numbness of face, arm or leg
- Changes in vision
- Difficulty with speaking or understanding speech
- Excessive fatigue

Call your Doctor if these symptoms occur for the first time, become more severe, or happen more often when you are exercising.

Call 911 if the symptoms continue after resting.

The following scales are a way to determine how hard you are exercising:

Rating	of Perceived Exertion (RPE) Scale	Rating of Perceived Dyspnea		
0	No Exertion - Normal breathing, no muscle activity	(RPD) or Shortness of Breath Scale		
1 to 2	Light/Easy - Breathing a little faster, muscles are)	Nothing at all
	warming up. You should feel this way during the warm-up and cool-down part of your exercise program.	C	0.5	Very, very slight (just noticeable)
3	Moderate - Breathing faster and deeper, muscles feel	1		Very slight
	like they are working.	2	2	Slight (light)
4	Somewhat Hard	3	3	Moderate
5	Hard - Breathing heavier but not short of	4	1	Somewhat severe
	breath, possibly sweating but still able to continue with exercise.		5	Severe, heavy
		6	5	
6 to 7			7	Very severe
	difficulty talking, possible muscle discomfort.	8	3	
8 to 9	Very, Very Hard - Panting and unable to talk, muscles hurt or feel weak.)	Extremely severe
10	Maximal Exertion - Unable to go on.	1	10	Very, very severe (maximal)

Exercises

Warm-up: Preparing your heart for exercise

- Do pursed-lip breathing as needed with warm-up and cool-down exercises.
- Complete each of the following exercises 10 times slowly while sitting or sitanding. Or walk/bike slowly for five minutes.







Trunk side bends

Standing, rocking on toes (hold on for balance)



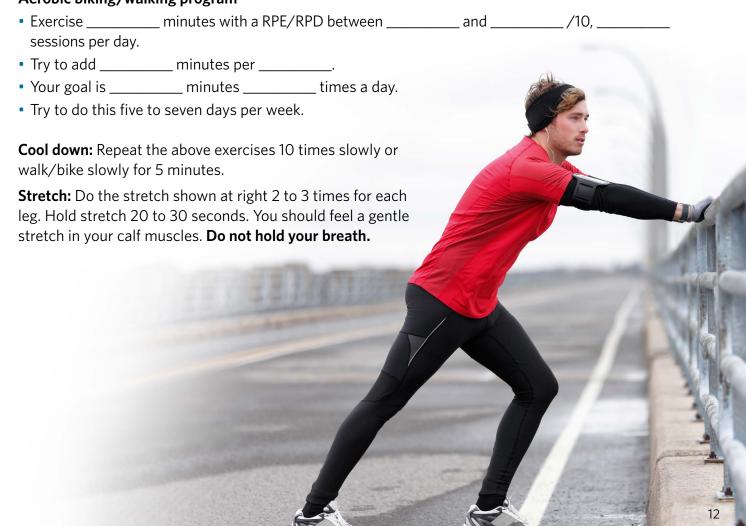


Shoulder and arm bends

Slight knee bends (hold on for balance)

Aerobic biking/walking program

Arm circles



Progress Monitoring Log

Date	Weight	Blood Pressure	Heart Rate	Aerobic Exercise Time (Minutes)	RPE Target Is/10	RPD Target Is/10	How Do You Feel?

Stress and Emotions

Managing Your Stress and Emotions

Stress is a fact of life, and it is often a part of living with a chronic disease. Having a chronic disease also increases your chances of developing depression. Dealing with depression is more serious than dealing with stress. To help manage your stress levels and prevent depression:

- Become aware of what causes your stress to start (your stress triggers).
- Practice identifying how your stress affects you physically, mentally and emotionally.
- Identify the best methods to deal with the current stress.
- If you cannot directly resolve your stress, try to accept it and move on.
- If you cannot accept or change your stress, think about what you can do to help yourself feel better physically, mentally or emotionally.
- Ask for support from people you trust, such as friends and family.
- Share your feelings.
- Keep in touch.
- Take good care of yourself.
- Be active and exercise regularly.
- Develop self-soothing skills, such as meditation, positive self-talk, yoga or listening to music.
- Get enough sleep.
- Treat yourself when you feel stressed, such as by getting a massage or taking a hot bath.
- Avoid overeating, drinking a lot of alcohol, smoking or using drugs.
- Do not try to do too many things in a day.
- Continue to manage your disease.
- Follow My Self-Management Guide for Heart Failure.

Relationships

Having a chronic disease can be difficult for you and for your loved ones. It is important to realize that your loved ones, especially your spouse or significant other, may also be feeling stress. Your loved ones may:

- Worry about you and about seeing you in pain.
- Need to talk with someone about their feelings related to your illness. They may benefit from a support group for caregivers.
- Take on the role of caregiver to you. In some cases, this may make you feel angry or you may feel like their care is taking away from your self-care.
- Need clear guidelines from you about how they can be most supportive. Ask them for what you want, such as having their company or being left alone.

13

It Is Important to Care for Yourself Both Physically and Emotionally

When you experience stress, you may not be able to manage your heart failure as well as you could if your stress was under control. It is important to recognize when you need help and to speak to your doctor if you notice any of the following:

- You feel nervous, guilty or emotionally "empty"
- You have trouble focusing, remembering or making decisions
- You feel life is not worth living or have thoughts of death or suicide
- You have sleep problems like trouble falling asleep, waking up in the middle of the night or sleeping too much
- You are eating either more or less than usual
- You do not enjoy things that you used to enjoy

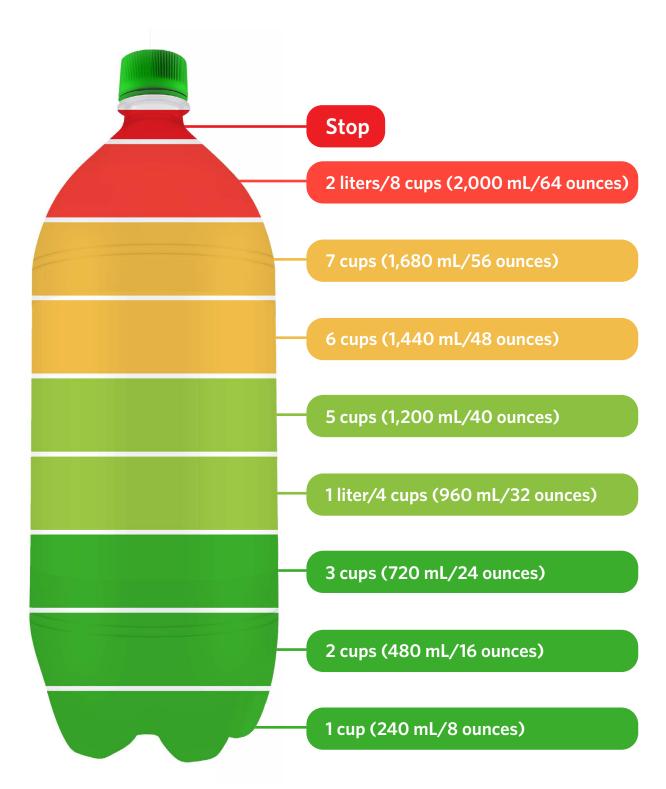
Get Help Right Away If:

- You have thoughts about hurting yourself or others.
- If you ever feel like you may hurt yourself or others, or have thoughts about taking your own life, get help right away. You can go to your nearest emergency department or call:
- Your local emergency services (911 in the U.S.)
- A suicide crisis helpline, such as the National Suicide Prevention Lifeline at **1.800.273.8255**. This is open 24 hours a day.



Fluid Tracking Tool

My Goal: _____ mL (_____ cups) per day.



My Baselines		
My belt buckle usually fits in	ito the	hole.
I can walk from	to	before becoming short of breath.
I can climb		
Other baselines:		
My Heart Medications		
Notes		

My Symptom Chart

Use this chart to track your weight, blood pressure and heart rate every day. Also keep track of changes in symptoms or any special notes. Bring it with you when you visit your health care team. (The chart contains enough space for two weeks).

My Baselines		
Weight:	Blood Pressure:	Heart Rate:

Day	Weight	Blood Pressure	Heart Rate	Change in Symptoms
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				
Saturday				
Sunday				
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				
Saturday				
Sunday				

17 18

Advance Care Planning

97% of people say it's important to put their wishes in writing.

37% have actually done it.

What Is Advance Care Planning?

Advance care planning is a process that enables you to make plans about your future care. It provides direction to health care professionals if you are unable to make or communicate your choices.

Why Does It Matter?

It identifies and prepares the person you want to be making your health care decisions if you are unable to do so on your own. You are able to share what matters most.

What Should I Do Next?

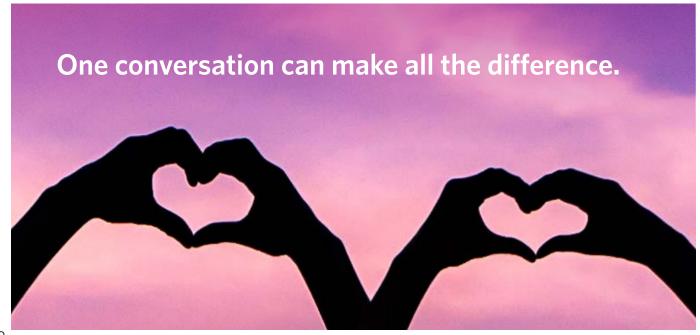
If you have already created an advance directive, great! Please bring it to your next appointment and discuss with your provider (physician, physician assistant or nurse practitioner). To create an advance directive, contact a member of your health care team for support.

Are There Helpful Resources To Get Started?

- Making Choices Michigan Advance Directive Document
- The Conversation Project Starter Kit

Who Can I Reach Out To If I Have Questions?

Contact the Advance Care Planning department at **616.774.7615** or email **advancecareplanning@spectrumhealth.org**.





Resources

If you would like more information on heart failure:

- American Heart Association
- Toll free: **800.AHA.USA1 (242.8721)**
- americanheart.org

Contact your doctor's office for more information on local classes and support groups. There may be services available to you. Please ask.

"Elsevier: Heart Failure." Elsevier Interactive Patient Education©, accessed 2019 Elsevier Inc.

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