PATIENT-CENTERED MEDICAL HOME ASSESSMENT (PCMH-A)

Organization name

Site name

Date completed

HealthInsight

Patient-Centered Medical Home Assessment

Introduction to the PCMH-A

The PCMH-A is intended to help you understand your current level of "medical homeness" and identify possible needs and opportunities to implement this care model. The PCMH-A is an excellent tool to establish a baseline and then track progress towards practice transformation. *HealthInsight's* Practice Transformation Services can provide you with the comprehensive, expert, technical assistance, education, and training required for Medical Home implementation.

HealthInsight is a private, non-profit, community-based organization in Nevada, New Mexico and Utah, dedicated to improving health and health care for over three decades. Our mission is to serve as a primary agent in focusing community energy to achieve the quality and effectiveness of health care. We hold a variety of contracts and grants, and are certified in key areas of healthcare improvement. We serve as a Medicare Quality Improvement Organization (QIO), a Health Information Technology Regional Extension Center (REC), a Beacon Community lead, and host the the Chartered Value Exchange, among many others.

Assessment Completion

Identify a multidisciplinary group of practice staff (e.g. providers, nurses, medical assistants, other operations and administrative staff) to capture perspectives of different roles within the practice. We recommend that each staff member completes the assessment individually, and then have the group meet to discuss the results, and then produce a consensus version.

Each site in an organization should complete the assessment as each site is individual in how they operate and function.

Answer each question as honestly and accurately as possible. There is no advantage in overestimating or upcoding item scores as this may make it difficult to determine real needs and levels of progress. It is fairly common for teams to begin the Medical Home transformation journey with average scores below "5" for some (or all) areas of the PCMH-A. It is also typical for teams to initially believe they are providing more patient-centered care than they actually are. Greater understanding of patient-centered care elements occurs over time as practices implement new processes. The PCMH-A score will increase as the practice transforms.

Please contact Janet Tennison, PhD, MSW, LCSW, for more information about the PCMH-A, and *HealthInsight's* Medical Home Transformation Services at pcmh@healthinsight.org

Version 3.1 (May 2013)

Check your computer to make sure you have Adobe Reader or Adobe Acrobat.

To complete this interactive PDF you will need Adobe Reader or Adobe Acrobat installed on your computer. Adobe Reader is free software, available here.

Directions for Completing the Assessment

1. For each row, **place an "x" in the appropriate box** that best describes the level of care that currently exists in the site. The rows in this form present key aspects of patient-centered care. Each aspect is divided into levels (A through D) showing various stages in development toward a patient-centered medical home. The levels are represented by points that range from 1 to 12. The higher point values within a level indicate that the actions described in that box are more fully implemented.

2. **Review your subscale and overall score on page 14.** These subscale and overall scores are automatically calculated based on the responses entered. Average scores by Change Concept (subscale scores) and an overall average score are provided. Using the scores to guide you, discuss opportunities for improvement.

3. **Save your results** by clicking the "save" button at the end of the form. To clear your results, and retake the assessment, click on "clear" button at the end of the form.

SAVE CLEAR

PART 1: ENGAGED LEADERSHIP

1a. Provide visible and sustained leadership to lead overall culture change as well as specific strategies to improve quality and spread and sustain change.
1b. Ensure that the PCMH transformation effort has the time and resources needed to be successful.
1c. Ensure that providers and other care team members have protected time to conduct activities beyond direct patient care that are consistent with the medical home model.
1d. Build the practice's values on creating a medical home for patients into staff hiring and training processes.

Items	Level D	Level C	Level B	Level A
1. Executive leaders	…are focused on short-term business priorities. 1 2 3	…visibly support and create an infrastructure for quality improvement, but do not commit resources. 4 5 6	…allocate resources and actively reward quality improvement initiatives. 7 8 9	…support continuous learning throughout the organization, review and act upon quality data, and have a long-term strategy and funding commitment to explore, implement and spread quality improvement initiatives. 10 11 12
2. Clinical leaders	…intermittently focus on improving quality. 1 2 3	…have developed a vision for quality improvement, but no consistent process for getting there. 4 5 6	…are committed to a quality improvement process, and sometimes engage teams in implementation and problem solving. 7 8 9	… consistently champion and engage clinical teams in improving patient experience of care and clinical outcomes. 10 11 12
3. The organization's hiring and training processes	… focus only on the narrowly defined functions and requirements of each position. 1 2 3	… reflect how potential hires will affect the culture and participate in quality improvement activities. 4 5 6	… place a priority on the ability of new and existing staff to improve care and create a patient-centered culture. 7 8 9	…support and sustain improvements in care through training and incentives focused on rewarding patient-centered care. 10 11 12
4. The responsibility for conducting quality improvement activities	…is not assigned by leadership to any specific group. 1 2 3	… is assigned to a group without committed resources. 4 5 6	… is assigned to an organized quality improvement group who receive dedicated resources. 7 8 9	…is shared by all staff, from leadership to team members, and is made explicit through protected time to meet and specific resources to engage in QI. 10 11 12

Total Health Care Organization Score 0

Average Score (Total Health Care Organization Score/4) 0.0

PART 2: QUALITY IMPROVEMENT (QI) STRATEGY

2a. Choose and use a formal model for quality improvement.
2b. Establish and monitor metrics to evaluate improvement efforts and outcome; ensure all staff members understand the metrics for success.
2c. Ensure that patients, families, providers, and care team members are involved in quality improvement activities.
2d. Optimize use of health information technology to meet Meaningful Use criteria.

Items	Level D	Level C	Level B	Level A
5. Quality improvement activities	…are not organized or supported consistently. 1 2 3	…are conducted on an ad hoc basis in reaction to specific problems. 4 5 6	…are based on a proven improvement strategy in reaction to specific problems. 7 8 9	…are based on a proven improvement strategy and used continuously in meeting organizational goals. 10 11 12
6. Performance measures	… are not available for the clinical site. 1 2 3	… are available for the clinical site, but are limited in scope. 4 5 6	… are comprehensive—including clinical, operational, and patient experience measures—and available for the practice, but not for individual providers. 7 8 9	…are comprehensive—including clinical, operational, and patient experience measures—and fed back to individual providers. 10 11 12
7. Quality improvement activities are conducted by	… a centralized committee or department. 1 2 3	… topic specific QI committees. 4 5 6	… all practice teams supported by a QI infrastructure. 7 8 9	…practice teams supported by a QI infrastructure with meaningful involvement of patients and families. 10 11 12
8. An Electronic Health Record that supports Meaningful Use	… is not present or is being implemented. 1 2 3	… is in place and is being used to capture clinical data. 4 5 6	… is used routinely during patient encounters to provide clinical decision support and to share data with patients. 7 8 9	… is also used routinely to support population management and quality improvement efforts. 10 11 12

Total Health Care Organization Score 0

Average Score (Total Health Care Organization Score/4) 0.0

PART 3: EMPANELMENT

3a. Assign all patients to a provider panel and confirm assignments with providers and patients; review and update panel assignments on a regular basis.
3b. Assess practice supply and demand, and balance patient load accordingly.
3c. Use panel data and registries to proactively contact, educate, and track patients by disease status, risk status, self-management status, community and family need.

Items	Level D	Level C	Level B	Level A
9. Patients	…are not assigned to specific practice panels. 1 2 3	…are assigned to specific practice panels but panel assignments are not routinely used by the practice for administrative or other purposes. 4 5 6	…are assigned to specific practice panels and panel assignments are routinely used by the practice mainly for scheduling purposes. 7 8 9	…are assigned to specific practice panels and panel assignments are routinely used for scheduling purposes and are continuously monitored to balance supply and demand. 10 11 12
10. Registry or panel-level data	…are not available to assess or manage care for practice populations. 1 2 3	…are available to assess and manage care for practice populations, but only on an ad hoc basis. 4 5 6	…are regularly available to assess and manage care for practice populations, but only for a limited number of diseases and risk states. 7 8 9	…are regularly available to assess and manage care for practice populations, across a comprehensive set of diseases and risk states. 10 11 12
11. Registries on individual patients	…are not available to practice teams for pre-visit planning or patient outreach. 1 2 3	…are available to practice teams but are not routinely used for pre-visit planning or patient outreach. 4 5 6	…are available to practice teams and routinely used for pre-visit planning or patient outreach, but only for a limited number of diseases and risk states. 7 8 9	…are available to practice teams and routinely used for pre-visit planning and patient outreach, across a comprehensive set of diseases and risk states. 10 11 12
12. Reports on care processes or outcomes of care	…are not routinely available to practice teams. 1 2 3	…are routinely provided as feedback to practice teams but not reported externally. 4 5 6	…are routinely provided as feedback to practice teams, and reported externally (e.g., to patients, other teams or external agencies) but with team identities masked. 7 8 9	…are routinely provided as feedback to practice teams, and transparently reported externally to patients, other teams and external agencies. 10 11 12

Total Health Care Organization Score 0

Average Score (Total Health Care Organization Score/4) 0.0

PART 4: CONTINUOUS & TEAM-BASED HEALING RELATIONSHIPS

4a. Establish and provide organizational support for care delivery teams accountable for the patient population/panel.
4b. Link patients to a provider and care team so both patients and provider/care team recognize each other as partners in care.
4c. Ensure that patients are able to see their provider or care team whenever possible.
4d. Define roles and distribute tasks among care team members to reflect the skills, abilities, and credentials of team members.

Items	Level D	Level C	Level B	Level A
13. Patients are encouraged to see their paneled provider and practice team	…only at the patient's request. 1 2 3	…by the practice team, but is not a priority in appointment scheduling. 4 5 6	…by the practice team and is a priority in appointment scheduling, but patients commonly see other providers because of limited availability or other issues. 7 8 9	…by the practice team, is a priority in appointment scheduling, and patients usually see their own provider or practice team. 10 11 12
14. Non-physician practice team members	… play a limited role in providing clinical care. 1 2 3	… are primarily tasked with managing patient flow and triage. 4 5 6	… provide some clinical services such as assessment or self-management support. 7 8 9	…perform key clinical service roles that match their abilities and credentials. 10 11 12
15. The practice	… does not have an organized approach to identify or meet the training needs for providers and other staff. 1 2 3	… routinely assesses training needs and ensures that staff are appropriately trained for their roles and responsibilities. 4 5 6	… routinely assesses training needs, ensures that staff are appropriately trained for their roles and responsibilities, and provides some cross training to permit staffing flexibility. 7 8 9	…routinely assesses training needs, ensures that staff are appropriately trained for their roles and responsibilities, and provides cross training to ensure that patient needs are consistently met. 10 11 12

Total Health Care Organization Score 0

Average Score (Total Health Care Organization Score/3) 0.0

PART 5: ORGANIZED, EVIDENCE-BASED CARE

5a. Use planned care according to patient need.
5b. Identify high risk patients and ensure they are receiving appropriate care and case management services.
5c. Use point-of-care reminders based on clinical guidelines.
5d. Enable planned interactions with patients by making up-to-date information available to providers and the care team at the time of the visit.

Items	Level D	Level C	Level B	Level A
16. Comprehensive, guideline-based information on prevention or chronic illness treatment	…is not readily available in practice. 1 2 3	…is available but does not influence care. 4 5 6	…is available to the team and is integrated into care protocols and/or reminders. 7 8 9	…guides the creation of tailored, individual-level data that is available at the time of the visit. 10 11 12
17. Visits	…largely focus on acute problems of patient. 1 2 3	…are organized around acute problems but with attention to ongoing illness and prevention needs if time permits. 4 5 6	…are organized around acute problems but with attention to ongoing illness and prevention needs if time permits. The practice also uses subpopulation reports to proactively call groups of patients in for planned care visits. 7 8 9	…are organized to address both acute and planned care needs. Tailored guideline-based information is used in team huddles to ensure all outstanding patient needs are met at each encounter. 10 11 12
18. Care plans	… are not routinely developed or recorded. 1 2 3	… are developed and recorded but reflect providers' priorities only. 4 5 6	… are developed collaboratively with patients and families and include self-management and clinical goals, but they are not routinely recorded or used to guide subsequent care. 7 8 9	…are developed collaboratively, include self-management and clinical management goals, are routinely recorded, and guide care at every subsequent point of service. 10 11 12
19. Clinical care management services for high-risk patients	…are not available. 1 2 3	… are provided by external care managers with limited connection to practice. 4 5 6	… are provided by external care managers who regularly communicate with the care team. 7 8 9	…are systematically provided by the care manager functioning as a member of the practice team, regardless of location. 10 11 12

Total Health Care Organization Score 0

Average Score (Total Health Care Organization Score/4) 0.0

PART 6: PATIENT-CENTERED INTERACTIONS

6a. Respect patient and family values and expressed needs.
6b. Encourage patients to expand their role in decision-making, health-related behaviors, and self-management.
6c. Communicate with their patients in a culturally appropriate manner, in a language and at a level that the patient understands.
6d. Provide self-management support at every visit through goal setting and action planning.
6e. Obtain feedback from patients/family about their healthcare experience and use this information for quality improvement.

Items	Level D	Level C	Level B	Level A
20. Assessing patient and family values and preferences	…is not done. 1 2 3	…is done, but not used in planning and organizing care. 4 5 6	…is done and providers incorporate it in planning and organizing care on an ad hoc basis. 7 8 9	…is systematically done and incorporated in planning and organizing care. 10 11 12
21. Involving patients in decision-making and care	…is not a priority. 1 2 3	…is accomplished by provision of patient education materials or referrals to classes. 4 5 6	…is supported and documented by practice teams. 7 8 9	…is systematically supported by practice teams trained in decision-making techniques. 10 11 12
22. Patient comprehension of verbal and written materials	…is not assessed. 1 2 3	…is assessed and accomplished by ensuring that materials are at a level and language that patients understand. 4 5 6	…is assessed and accomplished by hiring multi-lingual staff, and ensuring that both materials and communications are at a level and language that patients understand. 7 8 9	…is supported at an organizational level by translation services, hiring multi-lingual staff, and training staff in health literacy and communication techniques (such as closing the loop) ensuring that patients know what to do to manage conditions at home. 10 11 12

continued on page 10

PART 6: PATIENT-CENTERED INTERACTIONS (CONTINUED)

6a. Respect patient and family values and expressed needs.
6b. Encourage patients to expand their role in decision-making, health-related behaviors, and self-management.
6c. Communicate with their patients in a culturally appropriate manner, in a language and at a level that the patient understands.
6d. Provide self-management support at every visit through goal setting and action planning.
6e. Obtain feedback from patients/family about their healthcare experience and use this information for quality improvement.

Items	Level D	Level C	Level B	Level A
23. Self-management support	…is limited to the distribution of information (pamphlets, booklets). 1 2 3	…is accomplished by referral to self-management classes or educators. 4 5 6	…is provided by goal setting and action planning with members of the practice team. 7 8 9	…is provided by members of the practice team trained in patient empowerment and problem-solving methodologies. 10 11 12
24. The principles of patient-centered care	…are included in the organization's vision and mission statement. 1 2 3	…are a key organizational priority and included in training and orientation. 4 5 6	…are explicit in job descriptions and performance metrics for all staff. 7 8 9	…are consistently used to guide organizational changes and measure system performance as well as care interactions at the practice level. 10 11 12
25. Measurement of patient-centered interactions	…is not done or is accomplished using a survey administered sporadically at the organization level. 1 2 3	… is accomplished through patient representation on boards and regularly soliciting patient input through surveys. 4 5 6	… is accomplished by getting frequent input from patients and families using a variety of methods such as point of care surveys, focus groups, and ongoing patient advisory groups. 7 8 9	…is accomplished by getting frequent and actionable input from patients and families on all care delivery issues, and incorporating their feedback in quality improvement activities. 10 11 12

Total Health Care Organization Score 0

Average Score (Total Health Care Organization Score/6) 0.0

PART 7: ENHANCED ACCESS

7a. Promote and expand access by ensuring that established patients have 24/7 continuous access to their care team via phone, email or in-person visits.
7b. Provide scheduling options that are patient- and family-centered and accessible to all patients.
7c. Help patients attain and understand health insurance coverage.

Items	Level D	Level C	Level B	Level A
26. Appointment systems	…are limited to a single office visit type. 1 2 3	…provide some flexibility in scheduling different visit lengths. 4 5 6	… provide flexibility and include capacity for same day visits. 7 8 9	…are flexible and can accommodate customized visit lengths, same day visits, scheduled follow-up, and multiple provider visits. 10 11 12
27. Contacting the practice team during regular business hours	…is difficult. 1 2 3	…relies on the practice's ability to respond to telephone messages. 4 5 6	…is accomplished by staff responding by telephone within the same day. 7 8 9	…is accomplished by providing a patient a choice between email and phone interaction, utilizing systems which are monitored for timeliness. 10 11 12
28. After-hours access	...is not available or limited to an answering machine. 1 2 3	…is available from a coverage arrangement without a standardized communication protocol back to the practice for urgent problems. 4 5 6	…is provided by coverage arrangement that shares necessary patient data and provides a summary to the practice. 7 8 9	…is available via the patient's choice of email, phone or in-person directly from the practice team or a provider closely in contact with the team and patient information. 10 11 12
29. A patient's insurance coverage issues	…are the responsibility of the patient to resolve. 1 2 3	…are addressed by the practice's billing department. 4 5 6	…are discussed with the patient prior to or during the visit. 7 8 9	…are viewed as a shared responsibility for the patient and an assigned member of the practice to resolve together. 10 11 12

Total Health Care Organization Score 0

Average Score (Total Health Care Organization Score/4) 0.0

PART 8: CARE COORDINATION

8a. Link patients with community resources to facilitate referrals and respond to social service needs.
8b. Integrate behavioral health and specialty care into care delivery through co-location or referral protocols.
8c. Track and support patients when they obtain services outside the practice.
8d. Follow-up with patients within a few days of an emergency room visit or hospital discharge.
8e. Communicate test results and care plans to patients/families.

Items	Level D	Level C	Level B	Level A
30. Medical and surgical specialty services	…are difficult to obtain reliably. 1 2 3	…are available from community specialists but are neither timely nor convenient. 4 5 6	…. are available from community specialists and are generally timely and convenient. 7 8 9	…are readily available from specialists who are members of the care team or who work in an organization with which the practice has a referral protocol or agreement. 10 11 12
31. Behavioral health services	…are difficult to obtain reliably. 1 2 3	…are available from mental health specialists but are neither timely nor convenient. 4 5 6	… are available from community specialists and are generally timely and convenient. 7 8 9	…are readily available from behavior health specialists who are on-site members of the care team or who work in a community organization with which the practice has a referral protocol or agreement. 10 11 12
32. Patients in need of specialty care, hospital care, or supportive community-based resources	… cannot reliably obtain needed referrals to partners with whom the practice has a relationship. 1 2 3	… obtain needed referrals to partners with whom the practice has a relationship. 4 5 6	… obtain needed referrals to partners with whom the practice has a relationship and relevant information is communicated in advance. 7 8 9	…obtain needed referrals to partners with whom the practice has a relationship, relevant information is communicated in advance, and timely follow-up after the visit occurs. 10 11 12

continued on page 13

PART 8: CARE COORDINATION (CONTINUED)

8a. Link patients with community resources to facilitate referrals and respond to social service needs.
8b. Integrate behavioral health and specialty care into care delivery through co-location or referral protocols.
8c. Track and support patients when they obtain services outside the practice.
8d. Follow-up with patients within a few days of an emergency room visit or hospital discharge.
8e. Communicate test results and care plans to patients/families.

Items	Level D	Level C	Level B	Level A
33. Follow-up by the primary care practice with patients seen in the Emergency Room or hospital	...generally does not occur because the information is not available to the primary care team. 1 2 3	…occurs only if the ER or hospital alerts the primary care practice. 4 5 6	…occurs because the primary care practice makes proactive efforts to identify patients. 7 8 9	…is done routinely because the primary care practice has arrangements in place with the ER and hospital to both track these patients and ensure that follow-up is completed within a few days. 10 11 12
34. Linking patients to supportive community-based resources	… is not done systematically. 1 2 3	… is limited to providing patients a list of identified community resources in an accessible format. 4 5 6	… is accomplished through a designated staff person or resource responsible for connecting patients with community resources. 7 8 9	…is accomplished through active coordination between the health system, community service agencies and patients and accomplished by a designated staff person. 10 11 12
35. Test results and care plans	… are not communicated to patients. 1 2 3	… are communicated to patients based on an ad hoc approach. 4 5 6	… are systematically communicated to patients in a way that is convenient to the practice. 7 8 9	…are systematically communicated to patients in a variety of ways that are convenient to patients. 10 11 12

Total Health Care Organization Score 0

Average Score (Total Health Care Organization Score/6) 0.0

SAVE CLEAR

Scoring Summary

Change Concept	Average Subscale Score
1. Engaged Leadership	0.0
2. Quality Improvement (QI) Strategy	0.0
3. Empanelment	0.0
4. Continuous and Team-Based Healing Relationships	0.0
5. Organized, Evidence-Based Care	0.0
6. Patient-Centered Interactions	0.0
7. Enhanced Access	0.0
8. Care Coordination	0.0
Average Program Score (Sum of Average Scores for all 8 Change Concepts/8)	0.0

What Does It Mean?

The PCMH-A includes 35 items and eight sections each scored on a 1 to 12-point scale. Scores are divided into four levels, A through D. The overall score is the average of the eight subscale or Change Concept scores. For each of the items, Level D scores reflect absent or minimal implementation of the key change addressed by the item. Scores in Level C suggest that the first stage of implementing a key change may be in place, but that important fundamental changes have yet to be made. Level B scores are typically seen when the basic elements of the key change have been implemented, although the practice still has significant opportunities to make progress with regard to one or more important aspects of the key change. Item scores in the Level A range are present when most or all of the critical aspect of the key change addressed by the item are well established in the practice. Average scores for each Change Concept, and for all 35 items on the PCMH-A, can also be categorized as Level D through A, with similar interpretations. That is, even if a few item scores are particularly low or particularly high, on balance practices with average scores in the Level D range have yet to implement many of the fundamental key changes needed to be a PCMH, while those with average scores in the Level A range have achieved considerable success in implementing the key design features of the PCMH as described by the Change Concepts for Practice Transformation.

Scoring Comparison to Legacy Versions of The PCMH-A

The 3.1 version of the PCMH-A includes two new items, which were identified as necessary to fully describe the key changes for PCMH transformation. The inclusion of these two new items impacts the subscale scores only for Patient-Centered Interactions and Quality Improvement Strategy. We found that only about 25% of SNMHI sites had meaningful differences in these two subscale scores. The overall score will be very similar and any slight difference will likely not be meaningful to the transformation work.

However, for sites that are interested in a one-to-one comparison over time, and have previously used versions 1.x or 2.x which did not include these items, we provide the following scores, which **remove Item 8 in Quality Improvement Strategy and Item 25 in Patient-Centered Interactions**.

Legacy Scoring Summary

Change Concept	Average Subscale Score
1. Engaged Leadership	0.0
2. Quality Improvement (QI) Strategy	0.0
3. Empanelment	0.0
4. Continuous and Team-Based Healing Relationships	0.0
5. Organized, Evidence-Based Care	0.0
6. Patient-Centered Interactions	0.0
7. Enhanced Access	0.0
8. Care Coordination	0.0
Average Program Score (Sum of Average Scores for all 8 Change Concepts/8) (does not include Item 8 or 25)	0.0

Please contact Jan Tennison, PhD, MSW, LCSW, for more information about the PCMH-A, and HealthInsight's Medical Home Transformation Services and support opportunities at pcmh@healthinsight.org

Safety Net Medical Home Initiative

This is a product of the Safety Net Medical Home Initiative, which was supported by The Commonwealth Fund, a national, private foundation based in New York City that supports independent research on health care issues and makes grants to improve health care practice policy. The views presented here are those of the author and not necessarily those of The Commonwealth Fund, its directors, officers, or staff. The Initiative also received support from the Colorado Health Foundation, Jewish Healthcare Foundation, Northwest Health Foundation, The Boston Foundation, Blue Cross Blue Shield of Massachusetts Foundation, Partners Community Benefit Fund, Blue Cross of Idaho, and the Beth Israel Deaconess Medical Center. For more information about The Commonwealth Fund, refer to www.cmwf.org.

The objective of the Safety Net Medical Home Initiative was to develop and demonstrate a replicable and sustainable implementation model to transform primary care safety net practices into patient-centered medical homes with benchmark performance in quality, efficiency, and patient experience. The Initiative was administered by Qualis Health and conducted in partnership with the MacColl Center for Health Care Innovation at the Group Health Research Institute. Five regions were selected for participation (Colorado, Idaho, Massachusetts, Oregon and Pittsburgh), representing 65 safety net practices across the U.S. For more information about the Safety Net Medical Home Initiative, refer to: www.safetynetmedicalhome.org.

For more information about this initiative, please contact Judith Schaefer, MPH, at the MacColl Center for Health Care Innovation, by calling 206-287-2077, or by emailing schaefer.jk@ghc.org