

China Medical Board

BIENNIAL REPORT 2014-2016



CMB

AN INDEPENDENT AMERICAN
FOUNDATION FOR ADVANCING
HEALTH IN CHINA AND ASIA



EMBARKING ON A SECOND CENTURY OF WORK

OPENING A NEW CHAPTER IN AN HISTORIC SETTING

On September 10, 2016, CMB welcomed friends and colleagues to its new office in Beijing, located on the campus of Peking Union Medical College Hospital. The inaugural event marked a return to a familiar setting, as CMB was founded by the Rockefeller Foundation to operate Peking Union Medical College (PUMC) and its hospital (PUMCH) and introduce Western medical science into China. The new venue echoes the words John D. Rockefeller, Jr. delivered at the PUMC inauguration in 1921, as, the new CMB office blends

the beauty of traditional Chinese art and architecture with all of the appointments of a modern office served by advanced communications. The office displays historical photos from CMB's earliest days to its current undertakings, underscoring that CMB's contemporary efforts to advance health and equity in China and Asia build on a long and rich history.

IN ITS SECOND CENTURY, CMB, an American foundation, will continue to pursue its founding vision and mission. The mission of CMB is to advance health, equity, and the quality of care in China and Southeast Asia. Working in a spirit of partnership at the forefront of strategic philanthropy, CMB strives to build capacity in an interdependent world that fosters innovation in professional education, policy research, and global health.

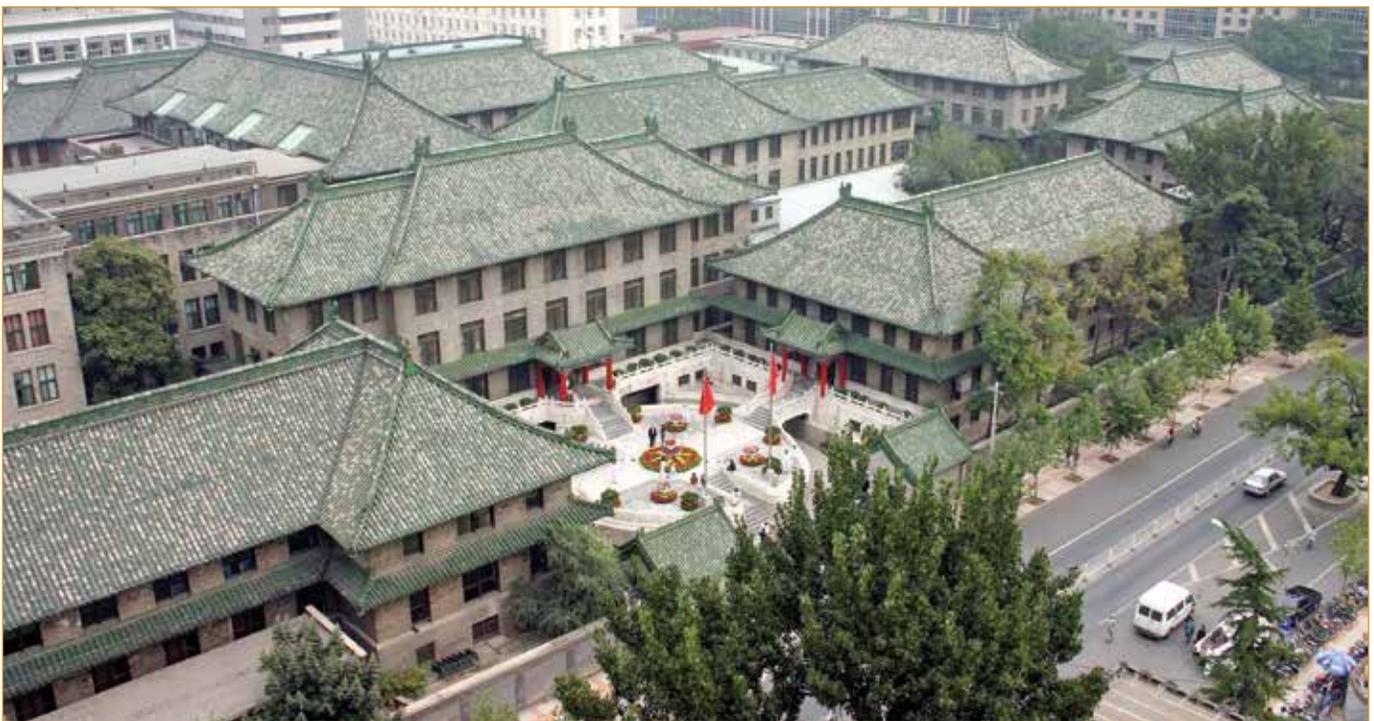
FROM THE BOARD CHAIR AND PRESIDENT

A NEW MODEL FOR A NEW CENTURY

In 2014 China Medical Board turned a page, opening a second century after 100 years of work. This watershed was an occasion for CMB to reaffirm its role as an American foundation committed to pursuing its founding vision and mission of striving to advance health equity and quality in a dynamically different, mature, and wealthier China and Asia. It was also an opportunity to recognize the growing strength of Asian medical universities, not only for health development in the countries of the region, but also globally as Asia's reach expands worldwide. CMB's Asian partners have moved beyond recipients to producers, appliers, and reproducers of knowledge for good health in Asia and globally.



Our centennial challenged us to bring new thinking to the emerging China and Asia of the 21st century. How should we apply our legacy and resources — intellectual, professional, and financial — to generate maximum health impact? Recognizing the limits of our moderate-sized endowment in an increasingly wealthy Asia, CMB's trustees made the strategic decision to change CMB from a grant-making institution to a direct operating foundation. As a direct operating foundation, CMB will rely less on its finances and more on its intellectual, social, and reputational assets as it offer its partners support for capacity development of academic quality and connectivity with the global health community.



CMB's new Beijing office is located on the campus of Peking Union Medical College Hospital, linking CMB's history and its current efforts to advance health equity and quality.

This approach will make CMB a more agile professional actor, better able to respond to the changing health, economic, and political contexts in Asia. Asian countries are confronting the triple tsunamis of population aging, non-communicable diseases, and the growing burden of disability. They are struggling with issues of health care access, quality, safety, and escalating costs — especially at the primary level. At the same time, fresh opportunities are opening. New technologies in e-learning and health informatics hold the promise of transformational learning and improved information-based patient services. Growing professional capabilities enable Asians to assume more effective authority for their own national health and educational systems. Interdependencies in global health are opening space for international cooperation, exchange, and mutual learning that will benefit the health of all people everywhere. And most importantly, a new generation of youth are entering the scene to shape their future and that of Asia and the world

In China, CMB has renovated new offices in the Peking Union Medical College Hospital (PUMCH) west courtyard. Bringing together modern communications and office technologies, the new offices highlight the artistic beauty of the Chinese Qing Dynasty-style buildings. CMB and PUMCH have reaffirmed their century-long partnership, which will strengthen CMB's contribution to medical education in China. CMB will continue its efforts in health policy, deploying its strategy of networking, convening, and catalyzing partners. CMB also has been invited to assist China in revising its graduate medical education, focusing on both the "5+3"

model for general practitioners as well as advanced clinical specialist training.

In Southeast Asia, CMB has partnered with The Atlantic Philanthropies to pool \$50 million for a new Equity Initiative: Transformative Leadership for Health Equity that aims to cultivate and empower the next generation of outstanding young professionals in Southeast Asia, including China, to innovate, energize, and advance health equity. The Equity Initiative will empower 500 Fellows through one-year programs. The first cohort of 15 Fellows began in April 2016, and the second cohort of 20 Fellows was just selected in November 2016. These Fellows will join health equity communities of like-minded and like-committed colleagues to nurture and encourage policies and action for health equity.

In CMB's second century, investment in people, by CMB staff and our partners, will be the bedrock of our work. The impetus springs from our original source: the founding Rockefeller family's desire to use philanthropy to improve health in Asia. As we construct our new framework — as a direct operating foundation — we are translating this mission to meet the health challenges of a second century of work in China, Asia, and through global health, all people everywhere.



Tony Saich, Chair



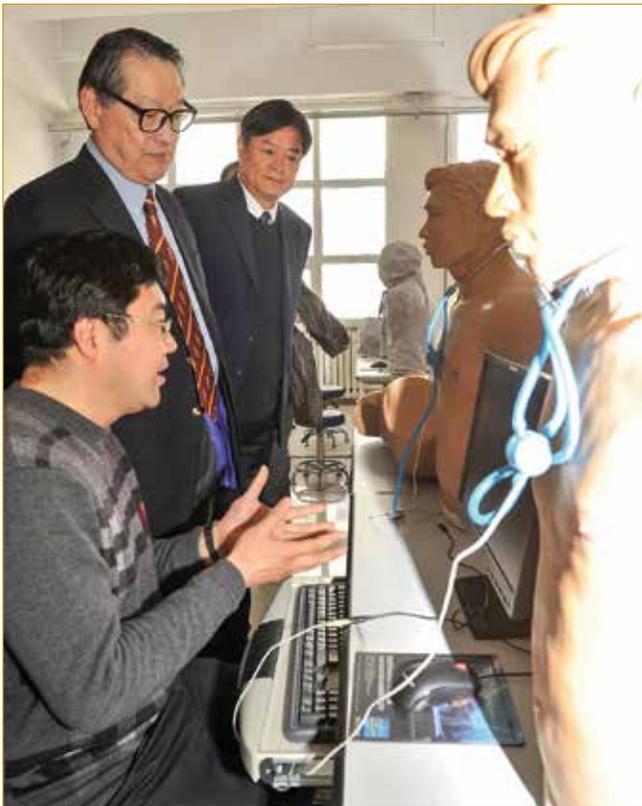
Lincoln Chen, President

THE FRAMEWORK FOR OUR SECOND CENTURY

As an operating foundation, CMB will work with Chinese and Asian partners to initiate, develop, and manage their collaborative programs. CMB grant-making to medical universities will continue, though CMB sees a growing role for its academic, professional, and collaborative contributions. Total CMB resources will naturally decline as our partners with growing wealth are able to direct more of their own resources to areas of strategic importance.

CHINA HEALTH PROFESSIONAL EDUCATION

A pre-eminent goal for China's healthcare reform has been to improve the quality of care available to all citizens. Some aspects of reform have been quite successful — for example, universal coverage — while others, like access to primary care and general practitioner (GP) training remain challenging. It is becoming increasingly clear to policy-makers and education leaders that China's medical schools must modernize their instructional design if they are to produce the workforce needed to meet the health needs of the Chinese people. Improving the quality and availability of both undergraduate medical and postgraduate residency education programs can, ultimately, help ensure the competency of doctors and restore public trust.



China's medical schools are taking steps to modernize their instructional design.

“By modernizing instructional design, China's medical schools will be better positioned to produce the workforce needed to meet the health needs of the Chinese people.”

Ensuring excellence in clinical education is a 21st-century challenge, shared by countries around the world, and so for CMB, the questions are: What can a small American foundation, with over 100 years of collaboration in China, do to help? Can CMB link China to international sources of expertise and models? Can it help Chinese educators restructure postgraduate medical education so that it builds the professional, clinical, and ethical competencies needed for the provision of quality health services?

Elite institutions are inviting CMB's cooperation. Peking Union Medical College Hospital and CMB have embarked on a partnership to enhance the quality of residency education and are exploring ways that information sharing and exchange can improve residency training through a consortium of seven leading institutions across the country. CMB and Peking University Health Sciences Center hosted a

GOAL

The goal of CMB's programs and grant-making in this field is to strengthen health professional education that meets the needs of the Chinese people.

consultation with 20 invited representatives of medical schools to consider ways to advance GP training in China. The forms of potential collaboration have not yet taken shape, but may comprise a network for GP training among elite Chinese medical schools, demonstration GP training pilots, or promotion of research and seminars that can lead toward policy solutions.

These exciting new undertakings reflect the long-standing goal of CMB's work in this field: to strengthen health professional education that meets the needs of the Chinese people. They build on the recommendations of the Commission on the Education of Health Professionals for the 21st Century, which challenged countries to undertake instructional and institutional reforms, and on other bases of CMB strength, including the following:

- **POSTGRADUATE RESIDENCY MEDICAL EDUCATION.** CMB has made a commitment to collaborate with the Peking Union Medical College Hospital and a consortium of seven leading university-affiliated hospitals in China to spark the process of improving “standardized residency training” throughout China.
- **GLOBAL HEALTH.** CMB has provided seed grants for global health, helping China to establish the China Consortium of Universities in Global Health (CCUGH), and has encouraged Chinese universities to design, develop, and integrate global health curricula into medical and public health education.

IMPACT

In the past two years, CMB has made 15 grants in support of massive open online courses (MOOCs) and other e-learning tools, opening new channels to deliver medical education.

CMB STRATEGY

Client preferences and demands are the most important guide to effective program work. Listening to and responding to our partner medical universities have helped guide CMB to new endeavors in health professional education, particularly for postgraduate medical education. In recognition of China's growing role on the world stage, CMB will strengthen China's global health engagement.

- **NURSING, PUBLIC HEALTH, E-LEARNING.** CMB will continue an assortment of work in medical education. Eight deans of China's leading nursing schools have solidified into a strong progressive force, engaged in setting standards and criteria for graduate nursing education. CMB has supported efforts to transform China's education in public health. E-learning offers the promise of pedagogic and learning breakthroughs as well as a means to overcome barriers and support remote rural workers. CMB has supported start-up MOOCs (massive open online courses) to expand channels for learning.



Jordan Cohen, president emeritus of the Association of American Medical Colleges, and Ke Yang, executive vice president of Peking University, share ideas on GP training.

CHINA HEALTH POLICY SCIENCES

China is simultaneously experiencing dramatic epidemiologic and demographic transitions as well as an ambitious reform of its national health system — challenges that call for a new model for health promotion and disease prevention, one that builds on evidence-based systems for health financing, workforce development, technology, and service delivery. These trends strengthen the role for health policy sciences (HPS), which integrate interdisciplinary knowledge from fields such as clinical medicine and public health, economics and ethics, and evaluation methods combined with modeling and organizational theory.

Despite many barriers, there are significant signs that HPS is starting to gain recognition and acceptance in China. The 2009 national health care reform was informed by a series of policy analyses that examined China in comparison to other countries. The National Health and Planning Commission has created a center on health policy and management. Nearly all of CMB's affiliated universities recognize HPS as a legitimate field of academic study and education.

CMB initiated its HPS program for China in 2008, and its grant-making over the past eight years has aimed to build a community of health researchers who

“Health policy sciences provide the intelligence to continuously improve China’s national health care system, underscoring what works, and how the system can be improved.”

can produce the knowledge, evidence, and monitoring and evaluation to improve the design and management of China’s national health care system. HPS provides the “intelligence” to continuously improve China’s national health care system by underscoring what works, what is not working, and what and how the system can be improved. Working through its long-standing relationships with medical universities, CMB’s strategy has been to build the capacity of both individual scholars and institutional units, augmented by productive promotion and research.

CMB programs and grant-making are translating this strategy into action through three primary channels:

- **INSTITUTIONAL CAPACITY BUILDING.** Selected through a competitive proposal process, CMB has and will continue to support about 15 Collaborating

GOAL

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Programs (CPs), which help medical universities build the capacity to conduct high-quality research on a specific HPS theme. Each CP is led by a senior faculty member who seeks to develop the talent and skills of the research team while focusing on such health policy issues as NCDs, health economics, bioethics, the quality and safety of health care, and environmental health, among others.

- **NEXT GENERATION SCHOLARS.** CMB's HPS program has a long time horizon focusing on the next generation. Through its highly selective Open Competition program, CMB makes merit-based research awards to young investigators. Some of the research projects focus on policies and interventions, others on problem delineation and professional education. The number of applicants and range of topics suggest that HPS can capture the imaginations of young researchers, boding well for development of the field. This research funding is buttressed by

IMPACT

Over the last five years, CMB has invested a total of \$12 million in 15 Collaborating Programs, designed to advance health systems research and policies.

CMB STRATEGY

Unique openings and strategic partnerships, when available, should be seized to magnify CMB's impact. CMB support for The Lancet Series for China and Southeast Asia has affirmed that Chinese and Asians can aspire to and achieve world-class scientific standards.

the annual Westlake Youth Forum conducted in Hangzhou (and in Chengdu in 2016), where the young investigators interact with each other, learn from senior scientists, and present their research to peers.

- **PROMOTION AND RESEARCH.** CMB aims to elevate the profile and impact of HPS in China by helping HPS researchers achieve academic publications through such projects as The Lancet China Series. Promotion also attempts to connect scholars to policy-makers in China and internationally. The regular series of the Westlake Forum, a signature CMB event, helps to network HPS leaders together in policy dialogue around priority themes, such as health equity, primary health care, medical education of the workforce, and multi-functional academic health centers.



Prof. Gabriel Leung of the University of Hong Kong lectured on research methodology at the Westlake Youth Forum.

SOUTHEAST ASIA

Like other regions of the world, Southeast Asian societies are confronting many health equity challenges — ensuring universal access to primary health care; developing pro-equity health financing policies; training workers who will serve the poor and disadvantaged; and tackling the pressing health issues of women and children, migrant and trafficked workers, ethnic minorities, the poor and disadvantaged, and those ravaged by humanitarian crises. Social determinants like equitable access to jobs and education, housing, and food are also important drivers of equity in health.

In response to these concerns, and recognizing the opportunities present in an economically dynamic region, CMB launched a new program, The Equity Initiative: Transformative Leadership for Health Equity in January 2016, in partnership with The Atlantic Philanthropies. The Equity Initiative aims to develop 500 health leaders on health equity in Southeast Asia over the next two decades through peer, experiential, and online learning. The initiative is linked to global and regional institutions and partners, world-class expertise and knowledge, with long-term vision and committed sustained support, backed by a pooled fund from CMB and The Atlantic Philanthropies.

The 15 inaugural Equity Fellows are professionals working in government, NGO, academic, and private

“The expanded Southeast Asia portfolio reflects both the challenge of advancing health equity and CMB’s belief that the region holds the talented young leaders who can make progress toward that goal.”

business sectors, drawn from Cambodia, Indonesia, Laos, Malaysia, Myanmar, Singapore, Thailand, Vietnam, and the two neighboring Chinese provinces of Guangxi and Yunnan. Over time, the program will expand to include all 10 of the ASEAN countries. The fellowship year includes an opening retreat, a global learning trip to the United States and South Africa, Asian treks to visit innovative health NGOs in the field, a project accelerator workshop to help fellows design their post-fellowship projects, and a final conference that brings fellows and allies together for community-building, backed by continuous online learning.

The Equity Initiative complements the broader goal of CMB’s Southeast Asia program, which is to strengthen health professional capacity and promote regional cooperation in the five countries of the Greater Mekong Subregion. CMB capacity-building efforts focus

GOAL

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primarily on the poorer Mekong countries — Laos, Cambodia, Myanmar, and to a lesser extent, Vietnam — while Thailand, with its stronger national institutions, serves as a channel for capacity building. CMB's ongoing support for regional networks, such as those for Mekong schools of public health, ASEAN medical schools, and ASEAN nursing, promotes cross-border flows of knowledge and strengthens the ranks of health professionals.

IMPACT

With a total investment of \$50 million, CMB's Equity Initiative will cultivate a community of 500 health leaders over the next 20 years.

CMB STRATEGY

Investing in the next generation is key to long-term yields. Reaching the next generation through such instruments as overseas fellowships, open research competition, linking young people to each other, mentoring by twinned university faculties, both within and outside Asia, are our best strategic tools for transformative impact over the long term.

CMB and The Atlantic Philanthropies have pledged a total of \$50 million over the next 20 years for the Equity Initiative, and CMB now has five staff members working in Southeast Asia. This a major expansion of CMB's work in Southeast Asia, and it reflects both the challenge of advancing health equity and CMB's belief that the region holds the talented young leaders who can make progress toward that goal.

Further information on the Equity Initiative can be found at www.equityinitiative.org.



CMB's Equity Initiative, launched in January 2016, invests in the next generation of health leaders.

2016: A YEAR OF NEW BEGINNINGS



WELCOMING FRIENDS AND COLLEAGUES TO OUR NEW HOME IN BEIJING: On September 10, CMB marked the opening of a new chapter, as it welcomed friends and colleagues to its new office, located on the campus of Peking Union Medical College Hospital (PUMCH).

CMB Trustee Wendy O'Neill signs the guest book (above left). Trustees and staff at the entrance to the new office (above right). Ke Yang, Executive Vice President, Peking University; Zhang Xuyang, Vice President of PUMCH; and Zhang Ye, CMB Advisor (right). Beijing office Executive Director Wenkai Li, center, with guests Yan Zuoqin and Shen Yu (below right). Architects Gerald Szeto and Mo Ping with Trustee Fred Hu (below left).



A MAJOR NEW INITIATIVE FOR HEALTH EQUITY



CMB launched The Equity Initiative: Transformational Leadership for Health Equity in Southeast Asia in January,

and the 15 Inaugural Fellows embarked on a busy year of peer, experiential, and blended learning activities.



The Equity Fellows program year opened with a retreat in Vietnam (above) and continued with global learning on the Harvard campus (above right) and leadership training and peer exchange (below left). Travel in Thailand (right) and South Africa (below right) opened opportunities to hear from community leaders and understand local contexts.



CMB NEWS EVENTS

CMB participates in a wide range of activities in support of health policy sciences, health professional education, global and regional health networks, and next generation leaders, as the following news stories posted on our website (www.chinamedicalboard.org) illustrate.



WESTLAKE YOUTH FORUM FOCUSES ON HEALTH EQUITY

JUNE 20–24, 2016

The annual Westlake series sponsored by CMB in partnership with key medical universities aims to promote innovations in health policy research among the next generation of China's researchers.



EXTERNAL REVIEW OF CMB COLLABORATING PROGRAMS

JUNE 20-24, 2016

Prof. Sudhir Anand of Oxford University and Prof. Gabriel Leung of the University of Hong Kong reviewed Collaborating Programs at Peking University and Fudan University.



EQUITY FELLOWS' OPENING RETREAT

APRIL 21–26, 2016

The opening retreat in Hue, Vietnam, promoted bonding among the Inaugural Fellows, 15 professionals from 9 countries with diverse health-related experience.



CHINA DAILY PROFILES CMB AND LINCOLN CHEN

China Daily's interview with CMB President Lincoln Chen focused on domestic and global issues, such as building up the ranks of China's general practitioners and the links between cross-border trade and health.



TRANSFORMATIVE LEADERSHIP FOR HEALTH EQUITY IN SOUTHEAST ASIA

JANUARY 29, 2016

CMB launched an ambitious program to nurture an entire generation of health professionals to advance health equity in Southeast Asia, The Equity Initiative: Transformative Leadership for Health Equity.



CONSULTATION WORKSHOP FOR GP STRATEGY

NOVEMBER 2, 2015

CMB and Peking University Health Science Center organized a workshop to focus on China's national priority of strengthening primary care through the training and deployment of GPs.



PUMCH INTERNATIONAL CONFERENCE ON RESIDENCY EDUCATION

OCTOBER 31, 2015

National accreditation, certification, and faculty development emerged as the key themes addressed at the 2015 PUMCH International Conference on Residency Education and the 5th Westlake Forum, held in Beijing.



CHINA CONSORTIUM OF ELITE HOSPITALS FOR RESIDENCY TRAINING

OCTOBER 30, 2015

PUMC Hospital and CMB convened 60 specialists to consider plans to improve the quality of residency training in China and develop a China Consortium of Elite Hospitals for Residency Training.



**FIRST CHINA HEALTH
POLICY TRANSLATION
NETWORK FORUM
SEPTEMBER 19–20, 2015**

This Shanghai forum focused on improving connectivity between health researchers and policy-makers.



**MAGNOLIA SILVER AWARD
TO LINCOLN CHEN
SEPTEMBER 8, 2015**

Lincoln Chen received a Magnolia Silver Award, given to foreigners who have contributed to Shanghai's economic and social development.



**PURSUING EXCELLENCE
IN GRADUATE MEDICAL
EDUCATION IN CHINA
JULY 12–16, 2015**

On a U.S. study tour, senior Chinese medical leaders observed best practices of leading American graduate medical education programs.



**CMB CHINA NURSING
NETWORK MEETING
JUNE 25-26, 2015**

Deans of Chinese nursing schools and foreign experts discussed the training of Advanced Practice Nurses (APN) in China.



**CMB LIAISON OFFICERS
WORKSHOP
JUNE 17, 2015**

CMB Liaison Officers met in Hangzhou to review CMB programming and grants management.



**WESTLAKE YOUTH FORUM
JUNE 16–17, 2015**

CMB in collaboration with Zhejiang University hosted the second Westlake Youth Forum in Hangzhou to promote innovations in health policy research among China's next generation of researchers.



**GP TRAINING IN RURAL
YUNNAN PROVINCE
APRIL 2015**

In an April visit to Kunming Medical University, CMB President Lincoln Chen and Atlantic Philanthropies President Chris Oechsli learned about how communities in western parts of the province are training GPs for primary health care.



**LECTURE ON HUMAN
RESOURCES FOR RURAL
HEALTH
MARCH 12, 2015**

CMB President Lincoln Chen gave a lecture on *Rural Health Workers for All: Realizing China's 20th Century Dream* to about 250 students at China Medical University (CMU) in Shenyang.



**PUMC HOSPITAL
HOSTS CMB
MARCH 10, 2015**

Zhao Yupei, President of Peking Union Medical College Hospital, and his leadership staff hosted Lincoln Chen and CMB Beijing staff on March 10 to review mutual interests in medical education reform.



**NINTH ANNUAL PRINCE
MAHIDOL AWARD
CONFERENCE
JANUARY 26–31, 2015**

More than 600 participants from 50 countries participated in the Prince Mahidol Award Conference, which addressed the theme of "Global Health Post 2015: Accelerating Equity."



**AWARD FOR PROF.
HU SHANLIAN
JANUARY 18, 2015**

Hu Shanlian, Director of the Shanghai Health Development Research Center, received the Chinese Medical Association's 2014 Health Policy Award in recognition of his contributions to health economics and policy research.



**MEDICAL EDUCATION
REFORM IN VIETNAM
JANUARY 14, 2015**

To understand Vietnam's plans for reform, Drs. Lincoln Chen and Le Nhan Phuong visited medical education institutions in Ho Chi Minh City, Dalat, and Can Tho. They called upon Vice Health Minister Le Quang Cuong in Hanoi to learn about the government's work in science, technology, and education.



**CMB DISTINGUISHED
LECTURE IN HONG KONG
JANUARY 7, 2015**

CMB President Lincoln Chen offered remarks on "Educating Health Professionals in China" when he delivered the Joint Dean's and Presidential Distinguished Lecture at the Hong Kong Academy of Medicine.



**THAILAND LAUNCHES
NATIONAL COMMISSION
ON HEALTH PROFESSIONAL
EDUCATION
NOVEMBER 2014**

Through Thailand's National Commission on Health Professional Education, Thai leaders in government, universities, and professional associations seek to create a national initiative to transform learning for health equity.



**2014 EAST-WEST
ALLIANCE GLOBAL
SYMPOSIA
OCTOBER 27–28, 2014**

Overseas experts, faculty, and global leaders in public health education shared their experiences on learning in the digital age with MOOCs and big data and precision medicine at this symposia, held at the University of Hong Kong Li Ka Shing Faculty of Medicine.



**KE YANG NAMED TO IOM
OCTOBER 24, 2014**

Professor Ke Yang, the Executive Vice President of Peking University and the Peking University Health Science Center, has been designated a Foreign Associate of the National Academy of Medicine.



**LANCET CHINA SERIES
LAUNCH
SEPTEMBER 22, 2014**

Vice Chairman Chen Zhu of China's People's Congress presided at the launch of The Lancet-CMB China Series at a special workshop held at PUHSC.



**CENTENNIAL BOOK SERIES
LAUNCH
SEPTEMBER 19, 2014**

As part of China Medical Board's 100th anniversary celebration in Beijing, CMB launched five new books on the history and future of health in China.



**CMB CELEBRATES 100TH
ANNIVERSARY IN BEIJING
SEPTEMBER 19–22, 2014**

CMB celebrated its 100th anniversary in Beijing, joined by over 250 participants from more than 10 countries.

CMB GRANTS

Much of CMB's work is conducted through direct operations. CMB grants supplement the direct operating support CMB offers to its partners. CMB made 56 major program grants for China Health Professional Education, China Health Policy Sciences, and Southeast Asia during Fiscal Year 2015 and Fiscal Year 2016, described below. Additional small grants were made through the President's Fund, a discretionary fund for program grants and activities of \$100,000 or less.

■ CHINA HEALTH PROFESSIONAL EDUCATION

HAVERFORD COLLEGE

TOM KESSINGER ASIA SUMMER INTERNSHIP (14-193)

June 9, 2015

\$100,000

This grant supports an internship for Haverford students to explore issues related to health, education, and well-being in Asia, especially in Southeast Asia.

THE UNIVERSITY OF HONG KONG

LANDSCAPE 5+3 GP EDUCATION IN CHINA (15-207)

April 1, 2015 to June 30, 2016

\$97,700

This grant supports the University of Hong Kong to landscape 5+3 general practitioner education in mainland China.

UNIVERSITY OF WASHINGTON

GLOBAL HEALTH FELLOWSHIPS (15-209)

July 1, 2015 to June 30, 2017

\$500,000

This two-year project supports master and doctoral degree training in global health.

LANZHOU UNIVERSITY

E-LEARNING: AUDIO-VISUAL TESTING TREATMENTS (15-232)

January 1, 2016 to June 30, 2017

IMPACT

With CMB support, a consortium of seven elite medical schools and hospitals will develop best practices in residency training and share them with 24 demonstration hospitals and 559 accredited hospitals.

\$20,000

This project aims to develop AV products to clarify core terms of evidence-based medicine (EBM) for medical students.

CENTRAL SOUTH UNIVERSITY

E-LEARNING: NEUROSURGICAL COMPUTER SIMULATION (15-233)

January 1, 2016 to December 31, 2018

\$80,000

This project is designed to create a computer-based training system as a supplement to the existing traditional neurosurgical training mode.

CENTRAL SOUTH UNIVERSITY

E-LEARNING: DERMATOLOGIST DISTANCE CONTINUING MEDICAL EDUCATION (15-234)

January 1, 2016 to December 31, 2020

\$80,000

This project aims to create a cloud classroom to improve community-level practitioners' diagnosis and treatment skills of skin diseases.

SUN YAT-SEN UNIVERSITY

E-LEARNING: PHYSICAL THERAPISTS TRAINING (15-235)

January 1, 2016 to June 30, 2017

\$30,000

This e-learning platform will offer participants a self-paced, interactive educational environment for physical therapist training.



At the 69th World Health Assembly in Geneva in May 2016, faculty members from Chinese global health institutes provided on-site policy advice to the Chinese delegation.

**PEKING UNIVERSITY HEALTH SCIENCE CENTER
E-LEARNING: DENTISTS IMAGING TRAINING (15-236)**

January 1, 2016 to December 31, 2016

\$100,000

This project will construct an online teaching and learning platform for Chinese grassroots dentists to access standardized training on basic oral radiographic skills.

**PEKING UNIVERSITY HEALTH SCIENCE CENTER
E-LEARNING: ADVANCED TRAUMA LIFE SUPPORT
(15-237)**

January 1, 2016 to December 31, 2018

\$80,000

This project will develop a platform that enables learners to acquire trauma rescue knowledge and develop relevant skills including evaluation, resuscitation, and transfer processes.

**HARBIN MEDICAL UNIVERSITY
E-LEARNING: GASTROINTESTINAL ENDOSCOPIC IMAGES
(15-238)**

January 1, 2016 to December 31, 2018

\$80,000

The goal of this project is to develop an e-learning software package of endoscopic education for entry-level learners.

**SICHUAN WEST CHINA HOSPITAL AND THE UNIVERSITY
OF HONG KONG
E-LEARNING: DISASTER RESPONSE AND REHABILITATION
(15-240)**

January 1, 2016 to December 31, 2017

\$100,000

This project aims to create a MOOC on disaster response and rehabilitation in the rural setting that can serve as a model of online disaster medical education.

**HEFEI UNIVERSITY OF TECHNOLOGY
E-LEARNING: MOOC ON INTRODUCTION TO E-HEALTH
(15-241)**

January 1, 2016 to December 31, 2016

\$50,000

This project will develop a MOOC that aims to transform the existing basic computer education course for health professionals in China.

**SUN YAT-SEN UNIVERSITY
E-LEARNING: NURSING HEALTH ASSESSMENT (15-242)**

January 1, 2016 to December 31, 2018

\$80,000

This project will develop MOOCs about nursing health assessment, computerized simulation training software, and an open online discussion platform.

**PEKING UNIVERSITY HEALTH SCIENCE CENTER
BUILDING LEADERSHIP AND NETWORK IN GLOBAL
HEALTH (15-243)**

January 1, 2016 to December 31, 2018

\$275,000

This project will support the Peking University Department of Global Health to improve and cultivate leadership of Chinese practitioners and young scholars in global health and support a new China Global Health Network, to expand the previously established China Consortium of Universities for Global Health (CCUGH).

**PEKING UNION MEDICAL COLLEGE
PUMC SCHOOL OF PUBLIC HEALTH (16-239)**

July 1, 2016 to December 31, 2018

\$300,000

This grant aims to help PUMC's new School of Public Health attract capable internationally trained faculty members, support council meetings, a study tour, and visiting scholarships.



Matthew Liang, left, professor at Harvard Medical School, shares ideas on training of clinicians at Peking Union Medical College Hospital in February 2016.

PEOPLE'S MEDICAL PUBLISHING HOUSE CO., LTD. E-LEARNING: GUIDANCE MOBILE APPLICATIONS (C16-01)

January 1, 2016 to December 31, 2017

\$100,000

This project aims to develop a mobile app for Chinese primary health care providers on the rational use of medications.

■ CHINA HEALTH POLICY SCIENCES

CENTRAL SOUTH UNIVERSITY CMB-CP IN MENTAL HEALTH POLICY (14-188)

January 1, 2015 to December 31, 2017

\$300,000

This Collaborating Program trains young researchers and policy-makers to bridge research with policies, and provides technical support to mental health policy development.

FUDAN UNIVERSITY CMB-CP IN PHARMA ECONOMIC POLICY (14-189)

January 1, 2015 to December 31, 2017

\$300,000

This Collaborating Program prioritizes two research projects on pharmaceutical pricing and reimbursement, and continues dissemination of research findings and partnerships.

SHANGHAI HEALTH DEVELOPMENT RESEARCH CENTER CMB-CP IN EVIDENCE-BASED POLICY (14-190)

January 1, 2015 to December 31, 2017

\$450,000

This Collaborating Program grant will support work on several key research themes and launch a new Health Policy Translation Network (HPTNet).

PEKING UNIVERSITY HEALTH SCIENCE CENTER PKU CHINA CENTER FOR HEALTH DEVELOPMENT (14-191)

January 1, 2015 to December 31, 2017

\$450,000

This grant offers funding to the China Center for Health Development Studies for its continuing growth and development.

CHINA HEALTH POLICY AND MANAGEMENT SOCIETY CHPMAS ACTIVITIES 2014-2016 (14-192)

November 1, 2014 to October 31, 2016

\$30,000

This grant supports China Health Policy and Management Society activities between 2014 and 2016.

FUDAN UNIVERSITY CMB-OC: REDUCE NEONATAL INFECTIONS (14-194)

January 1, 2015 to December 31, 2018

\$150,000

This project aims to decrease neonatal mortality through controlling hospital-acquired infections.

IMPACT

The Westlake Forums have helped to network leaders of CMB Collaborating Programs around priority work themes.

SHANDONG UNIVERSITY
CMB-OC CERVICAL CANCER INTERVENTION (14-195)

January 1, 2015 to December 31, 2018

\$148,000

This project is a RCT intervention screening program on cervical cancer in rural China.

XI'AN JIAOTONG UNIVERSITY
CMB-OC DIABETES ESSENTIAL DRUG POLICY (14-196)

January 1, 2015 to December 31, 2017

\$144,000

This study evaluates the impact of National Essential Medicine Policy on diabetes treatment, focusing on diabetes-related healthcare costs in rural parts of Shaanxi province.

ZHEJIANG UNIVERSITY
CMB-OC: ACUTE CARDIOVASCULAR EVENT (14-197)

January 1, 2015 to December 31, 2017

\$150,000

This epidemiology study utilizes spatial methods to assess healthcare response to acute cardiovascular events, such as stroke and myocardial infarction.

SICHUAN UNIVERSITY
CMB-OC: ALZHEIMER INTERVENTION (14-198)

January 1, 2015 to December 31, 2019

\$150,000

This study aims to improve community and home care services for Alzheimer patients.



Open Competition grant recipients research issues ranging from diabetes care to hospital reform and from smoking cessation to emergency care.

SICHUAN UNIVERSITY
CMB-OC: PREGNANCY NUTRITION (14-199)

January 1, 2015 to December 31, 2017

\$150,000

This project aims to improve the health and nutrition of women and children in economically less-advanced western China.

CENTRAL SOUTH UNIVERSITY
CMB-OC: END-LIFE PATIENT CARE (14-200)

January 1, 2015 to December 31, 2018

\$150,000

This study looks at the effects of family-clinician shared decision-making for patients in end-of-life intensive care units.

PEKING UNIVERSITY HEALTH SCIENCE CENTER
CMB-OC: RURAL HEALTH WORKER RETENTION (14-201)

January 1, 2015 to December 31, 2019

\$142,000

This study aims to use targeted admissions policies to enroll students with rural backgrounds in medical education.

GUANGXI MEDICAL UNIVERSITY
CMB-OC: CHILDREN MEASLES VACCINATION (14-202)

January 1, 2015 to December 31, 2017

\$50,000

This grant of \$50,000 to Guangxi Medical University supports research on children measles vaccination.

GUANGXI MEDICAL UNIVERSITY
CMB-OC: RURAL SCHIZOPHRENIA EVALUATION (14-203)

January 1, 2015 to December 31, 2017

\$88,000

This grants supports research on rural schizophrenia evaluation.

MARIE STOPES INTERNATIONAL CHINA
YOUTH LEADERSHIP FORUM (14-204)

January 1, 2015 to December 31, 2015

\$25,000

This grant was for hosting a national youth forum on sexual reproductive health which took place in 2015.

**ZHEJIANG UNIVERSITY
WESTLAKE YOUTH FORUM & LIAISONS MEETING
(15-206)**

April 1, 2015 to June 30, 2016

\$179,000

Zhejiang University hosted two CMB-sponsored events in June 2015, the Westlake Youth workshop and CMB Liaison workshop.

**PEKING UNION MEDICAL COLLEGE
CMB-CP IN CHINA BURDEN OF DISEASES (15-208)**

July 1, 2015 to June 30, 2018

\$300,000

This grant supports PUMC's China Burden of Disease Research and Dissemination Center to continue studies on disease burdens and relevant methodological frameworks for China.

**ZHEJIANG UNIVERSITY
CMB-CP IN NON-COMMUNICABLE DISEASES (15-216)**

January 1, 2016 to December 31, 2018

\$300,000

This project will conduct cohort studies to develop system models of cardiovascular diseases and diabetes in adults, and test the models in intervention scenarios.

**PEKING UNIVERSITY HEALTH SCIENCE CENTER
CMB-CP LAB IN HEALTH ECONOMICS (15-217)**

January 1, 2016 to December 31, 2018

\$150,000

This Collaborating Program will maintain the training base for young scholars and a university-based economic think tank in studying health issues to inform policy making.

**PEKING UNION MEDICAL COLLEGE
CMB-CP IN BIOETHICS AND RESEARCH (15-218)**

January 1, 2016 to December 31, 2018

\$300,000

This grant will support capacity building of the PUMC ethics center, and help the center to function as an education and policy think tank for China.

IMPACT

Over the course of five rounds, the CMB Open Competition has made 51 merit-based research awards to young investigators at China's top medical universities.

**CHINA MEDICAL UNIVERSITY
CMP-CP IN QUALITY AND SAFETY OF HEALTH CARE
(15-219)**

January 1, 2016 to December 31, 2018

\$300,000

This project focuses on the role of health informatics technology and digital medical technology in improving efficiency in diagnosis and treatment and enhancing quality of services.

**FUWAI HOSPITAL, CHINESE ACADEMY OF MEDICAL
SCIENCES
CMB-CP IN AIR POLLUTION AND HEART DISEASE
(15-220)**

January 1, 2016 to December 31, 2018

\$300,000

This Collaborating Program aims to identify the effects of particulate matter pollution on the incidence and mortality of cardiovascular disease based on several large-scale cohorts.

**PEKING UNIVERSITY HEALTH SCIENCE CENTER
CMB-OC: PHARMACEUTICALS REIMBURSEMENT POLICY
(15-221)**

January 1, 2016 to December 31, 2018

\$116,000

This project will examine the impact of China's pilot pharmaceutical reimbursement price policies (PPRPP) on patients, clinicians, physicians, and payers in Chongqing and Sanming.

SUN YAT-SEN UNIVERSITY
CMB-OC: QUALITY VARIATION IN EMERGENCY MEDICAL CARE (15-222)

January 1, 2016 to December 31, 2018
 \$150,000

This project aims to leverage data from the Guangzhou City Emergency Care Center to help formulate and pilot an intervention for pre-hospital emergency medical care.

HUAZHONG UNIVERSITY OF SCIENCE AND TECHNOLOGY
CMB-OC: COUNTY-LEVEL PUBLIC HOSPITALS REFORM (15-223)

January 1, 2016 to December 31, 2018
 \$147,000

This study aims to develop a health services capability index on health resources, health care expenditures of hospitals, and patient satisfaction.

SUN YAT-SEN UNIVERSITY
CMB-OC: DIABETES CARE ADHERENCE (15-224)

January 1, 2016 to December 31, 2018
 \$148,000

This study will assess whether adherence to guidelines for patient-centered medical homes in community health centers in Shenzhen City will improve outcomes for diabetes patients.

FUDAN UNIVERSITY
CMB-OC: CAPITATION PAYMENT SYSTEM AND COST (15-225)

January 1, 2016 to December 31, 2018
 \$150,000

This study aims to develop a quality and outcomes framework for ambulatory care and an intervention based on a performance-based payment.

CENTRAL SOUTH UNIVERSITY
CMB-OC: MOBILE PHONE INTERVENTIONS FOR SMOKING CESSATION (15-226)

January 1, 2016 to December 31, 2018
 \$150,000

This study proposes to use an SMS text-messaging approach to offer a smoking cessation service to 4,000 smokers.

XI'AN JIAOTONG UNIVERSITY
CMB-OC: WESTERN CHINA CLINICIAN TRAINING (15-227)

January 1, 2016 to December 31, 2018
 \$150,000

This study aims to assess the quality of care delivery as experienced by patients.

PEKING UNIVERSITY HEALTH SCIENCE CENTER
CMB-OC: URBANIZATION AND AIR POLLUTION (15-228)

January 1, 2016 to December 31, 2018
 \$145,000

This study will leverage an existing validated survey of primary school students to analyze how changes in air pollution may relate to changes in health outcomes over time.

CHINA MEDICAL UNIVERSITY
CMB-OC: QUALITY OF LIFE OF SHIDU FAMILIES (15-229)

January 1, 2016 to December 31, 2018
 \$132,000

This study aims to assess the quality of life of shidu families (parents who have lost their only child) using the validated SF-36 quality of life instrument.

PEKING UNION MEDICAL COLLEGE
CMB-OC: HEALTH EFFECTS OF PM 2.5 IN BEIJING (15-230)

January 1, 2016 to December 31, 2018
 \$150,000

This project will study the population of six communities in Beijing to help ascertain if a relationship exists between Type 2 diabetes mellitus and PM 2.5 air pollution.

SICHUAN UNIVERSITY
WESTLAKE YOUTH FORUM III (16-231)

June 1, 2016 to December 31, 2016
 \$135,000

Sichuan University will organize this forum for young researchers in health policy sciences.

■ SOUTHEAST ASIA

MAHIDOL UNIVERSITY ASEAN MEDICAL SCHOOL NETWORK (14-205)

January 1, 2015 to December 31, 2017

\$55,000

This grant supports activities of the ASEAN Medical School Network.

MAHIDOL UNIVERSITY PRINCE MAHIDOL AWARD CONFERENCE 2016-2018 (15-210)

July 1, 2015 to June 30, 2018

\$150,000

This grant continues CMB's partnership with the Prince Mahidol Award Conference Foundation to support young Asian investigators to attend annual PMAC meetings.

HEALTH PROFESSIONAL EDUCATION FOUNDATION, THAILAND NATIONAL HEALTH EDUCATION REFORM (15-211)

July 1, 2015

\$330,000

This grant supports a new initiative to transform health professional education in Thailand.



IMPACT

With CMB support, young medical faculty and researchers have been able to engage with the global health community at the annual Prince Mahidol Award Conference and other international events.

HEALTH STRATEGY AND POLICY INSTITUTE, VIETNAM PRIVATIZATION AND PC FINANCING ANALYSIS (15-212)

September 1, 2015 to August 31, 2017

\$250,000

This grant supports policy research and capacity building training and workshops in Vietnam.

RESOURCES FOR HEALTH EQUITY THE EQUITY INITIATIVE: LEADERSHIP TRANSFORMATION FOR HEALTH EQUITY (15-244)

September 1, 2015 to June 30, 2018

\$358,000

Resources for Health Equity will conduct essential management tasks for the CMB-Atlantic Philanthropies Equity Initiative in Southeast Asia.

UNIVERSITY OF HEALTH SERVICES, CAMBODIA IMPROVING QUALITY OF TEACHING AND LEARNING: TOWARD SUSTAINABLE ACADEMIC DEVELOPMENT OF UHS (15-246)

January 1, 2016 to December 31, 2018

\$200,000

This project focuses on strategic plan implementation and internal quality assurance, and on exploring a new model of multidisciplinary field study.

FINANCIAL REPORT

China Medical Board Inc.
Condensed Audited Financial Information
For the Years Ended June 30, 2016 and 2015

STATEMENT OF FINANCIAL POSITION	2016	2015
Assets	\$225,501,797	\$230,095,139
Liabilities	\$3,666,054	\$3,029,304
Net Assets	\$221,835,743	\$227,065,835
Total Liabilities and Net Assets	\$225,501,797	\$230,095,139
STATEMENT OF ACTIVITIES		
Revenue	\$16,354,310	\$14,770,449
Grants, Program and Other Expenses	\$8,201,621	\$9,875,380
Investment Management	\$71,029	\$85,475
Payments to Retired Employees	\$41,808	\$48,134
Federal Excise Tax and Unrelated Business Income Tax	\$409,024	\$230,644
Total Expenses	\$8,723,482	\$10,239,633
Change in Net Assets before Other Additions (Deductions)	\$7,630,828	\$4,530,816
OTHER ADDITIONS (DEDUCTIONS)		
Net Realized Gains	\$3,853,605	\$6,487,809
Change in Unrealized (Loss)	\$(16,110,025)	\$(7,868,216)
Unpaid Grants	\$(3,633,804)	\$(3,029,304)
Net Assets at Beginning of Year	\$230,095,139	\$226,944,730
Net Assets at End of Year	\$221,835,743	\$227,065,835

CMB's financial statements have been audited by Condon O'Meara McGinty & Donnelly LLP.
The auditor's report for 2016 is subject to approval by CMB's Board of Trustees.

CMB TRUSTEES

As of July 1, 2016



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