



CHINA MEDICAL BOARD

BIENNIAL REPORT
2016-2018

AN INDEPENDENT AMERICAN
FOUNDATION FOR ADVANCING
HEALTH IN CHINA AND ASIA





• 1914 •

The mission of China Medical Board 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 that fosters innovation in professional education, policy research, and global health in an interdependent world.

FROM THE PRESIDENT

LEADERSHIP FOR THE FUTURE

At its June 2018 meeting, our Board of Trustees unanimously elected Wendy O'Neill to serve as the next Chair of CMB, succeeding Tony Saich effective July 1, 2019. Trustees applauded the two leaders who have and are enabling CMB to work at the forefront of strategic philanthropy for health in China and Asia. Tony will complete his 5-year term as chair and 15-year term as Trustee in 2019. His extensive knowledge of China (civil society, politics, and regional dynamics) and Southeast Asia (Indonesia, Vietnam, Myanmar, etc.) have helped to guide CMB's



new routes in Asia's rapidly changing health and education landscape.

Wendy, our chair-designate, symbolizes a bold vision for CMB's future as well as a linkage to its history. CMB was established in 1914 by John D. Rockefeller, Wendy's great-great grandfather, and in her years of service to CMB, she has exemplified the family's commitment to philanthropy in Asia. Wendy specialized in Chinese studies in college, was among the earliest expatriates to work in China, and lived in Hong Kong for many years. At our centennial celebration in Beijing,



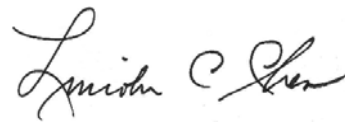
Celebrating the 100th anniversary of Peking Union Medical College in September 2017: At center, CMB Chair-Designate Wendy O'Neill and Chair Tony Saich, joined by Trustee Fred Hu (third from right), President Lincoln Chen (second from right), and former PUMC President Cao Xuetao (far right). Also pictured are members of the Rockefeller family.

Wendy described her family's goal in crafting CMB to bring the best of modern medicine and public health to China in order to improve the lives of the Chinese people. Today, leading medical universities in China, and also Southeast Asia, have that same goal, and CMB aims at supporting them to develop the expertise, capacity, and innovative spirit to continue progress toward improved health and quality of life.

Leadership is the theme that captures all of our CMB programs in the just completed biennium. In Southeast Asia, our dynamic Equity Initiative has focused on sparking the next generation of leaders who care about and want to advance health, equity, and social justice in health in their communities, countries, and region. Our Equity Initiative aims to develop the talent and broaden the imagination and horizons of younger generations of civil society and medical/public health leaders. In China, we are partnering with leading hospitals (see list on page 4) to develop models of excellence in graduate medical education that will produce high quality health professionals for the country. Leadership is being demonstrated by the elite hospitals in a Consortium that shares resources, learning, and information to improve not only their own residency programs but also disseminates models of excellence that can influence other hospitals in China.

At the same time, CMB recognizes that China, as the world's second largest economy and the world's largest trading nation, is an emerging force for global health developments. CMB is working with Chinese partners to strengthen its capacity for global health leadership, developments that hold the promise of good health for all around the world.

These investments can bring near-term results, in terms of shaping career paths, improving the delivery of health services, and providing evidence for policymaking. Over the longer term, however, they can give rise to new generations of leaders who have the professional competencies, ethical standards, and social commitment to make equitable access to quality healthcare a reality. That vision of leadership unites our heritage, our current programming, and our aspirations for the future.



Lincoln Chen
President



CMB Trustees in December 2018. Front row, from left: Tony Saich, Lincoln Chen, Wendy O'Neill, and Jeff Williams. Second row, from left: Suzanne Siskel, Barbara Stoll, Jane Henney, and Fred Hu. Third row, from left: Jeff Koplan, Bill Yun, and Harvey Fineberg.

CHINA HEALTH PROFESSIONAL EDUCATION

A key Chinese aim of the “Healthy China 2030 Plan” is to improve the quality of healthcare services. Achieving that goal will require investments in developing health professional competencies, productivity, and humanistic values, which are the ultimate drivers of the performance of China’s healthcare system.

Those types of investments reflect the nature of CMB’s support for health professional education (HPE) in China. Since its founding, CMB has supported the strengthening of China’s healthcare system through educating China’s medical doctors, nurses, public health professionals, and allied health professionals. Over the course of its history, it has built close, collegial relationships with Chinese policymakers and educators at leading medical colleges, who have identified ways in which CMB can connect them with international sources of expertise and models for strengthening professional education.

Now, as a direct operating foundation, CMB offers its partners intellectual, social, and reputational assets for capacity development and engages them in a strategy of networking, convening, and catalyzing partnerships. These elements underpin CMB’s efforts in support of graduate medical education and global health.



Members of the China Consortium of Elite Teaching Hospitals in Residency Education, joined by CMB Trustee Emeritus Tom Inui (fourth from right) and Lincoln Chen (second from right) at a March 2017 meeting.



Vice President Zhang Shuyang (right), and her colleagues at Peking Union Medical College Hospital, have been collaborating with CMB on ways to strengthen graduate medical education.

GRADUATE MEDICAL EDUCATION

China has invited CMB to join its efforts to improve the quality of its graduate medical education (GME). In collaboration with key Chinese stakeholders, CMB helped establish the China Consortium of Elite Teaching Hospitals for Residency Education in 2015. The formation of this nongovernmental, academic consortium of GME institutions is an unprecedented event in modern China, and it represents a public-spirited, collaborative professional effort to implement the new residency education policy in institutions chosen for their leadership potential.

The Consortium’s first major activity was an institutional self-study based on North American GME accreditation best practices. This self-assessment focused on institutional aims, policy, structure, process, measures, outcomes, and management. Based on the results of the process, the Consortium decided to prioritize two areas: GME competency and faculty development. Subsequently, with CMB support, capable young Consortium Fellows from member hospitals developed the groundwork for China’s first framework for core GME competencies. The framework, now under review, could be adopted as a national standard. The Consortium

also shares its expertise with government agencies, such as the National Health Commission, and professional organizations, such as the Chinese Medical Doctor Association.

A group of committed professionals, including vice presidents, education directors, and Fellows from member hospitals are the driving force behind these GME efforts. CMB supports their work by recruiting world-class experts to advise the Consortium and build capacity. CMB Trustee Emeritus Tom Inui has played an instrumental role in the Consortium's self-study efforts; Joe Kolars from the University of Michigan has guided its work on competency; and Judy Palfrey from Harvard Medical School/Boston Children Hospital organized workshops in China on faculty development.

GLOBAL HEALTH

Through its global health grantmaking and direct operations projects, CMB places particular emphasis on nurturing young researchers' and practitioners' knowledge of real-world global health problems and developing the skills needed to address them. As China's

CHINA CONSORTIUM OF ELITE TEACHING HOSPITALS FOR RESIDENCY EDUCATION

The China Consortium of Elite Teaching Hospitals for Residency Education was launched in 2015 to spearhead reform of residency education in the China. The following leading teaching hospitals are members of the Consortium:

- Peking Union Medical College Hospital
- Peking University First Hospital
- The First Affiliated Hospital, Zhejiang University
- Zhongshan Hospital, Fudan University
- West China Hospital, Sichuan University
- Xiangya Hospital, Central South University
- The First Affiliated Hospital, Sun Yat-sen University
- LKS Faculty of Medicine, The University of Hong Kong
- Peking University Third Hospital



Members of the China Consortium of Elite Teaching Hospitals for Residency Education, joined by Vice Minister of Education Lin Huiqing (center) and international colleagues, announce the core competency framework they developed.

2016-2018 CHINA HPE SUPPORT

CMB support for HPE reflects a balance between direct programming administered by CMB staff and grantmaking to leading Chinese medical universities. In FY 2017 and FY 2018, CMB expended \$2,000,000 in program costs and grants in support of HPE.

Belt and Road initiative is likely to accelerate China's global health engagement, CMB has encouraged its grantees to choose "Belt and Road" countries as their field sites. Global health capacity-building grants underway in the 2017-2018 period include Tsinghua University's Silk Road Global Health Fellowship, Central South University's Patient Safety Training in Sierra Leon, Peking University Health Science Center's Global Health Capacity Building in Thailand and Malawi, and Zhejiang University's project focusing on child survival in Mali.

CMB also supports advocacy for global health in China. CMB and Peking University Health Science Center cohosted a Global Health Forum in October



CMB hosted a roundtable discussion with Vice Minister of Health Cui Li (center) and a delegation from the National Health Commission during their 2017 visit to the Boston area.

2017, which brought together leading researchers for a discussion on global health strategies. In April 2017, CMB hosted a roundtable discussion on global health in its Cambridge office during the U.S. visit of Chinese Vice Minister of Health Cui Li.



Peking University Health Science Center joined by CMB convened a global health forum on "Sharing Experiences and Collaborating for Global Health" on October 23-24, 2017, attended by 130 Chinese policymakers and health professionals and international scholars.

GLOBAL HEALTH: AN EMERGING FIELD IN CHINA

Since 2013, CMB has been a steady supporter of global health training in China: giving strong encouragement to the country's first programs in global health education, providing support for degree programs and field work for young professionals, and creating linkages to international sources of expertise.

INSTITUTIONAL DEVELOPMENT

- Support for the development and integration of global health curricula into medical and public health education programs
- Support for the development of new schools and departments global health education China

POLICY AND PROMOTION

- Support for examining the health burden and healthcare facilities and resources along the new Silk and Belt Road
- Publication of an article in The Lancet on "New Opportunities for China in Global Health"

YOUNG PROFESSIONALS

- Support for young Chinese medical professionals to attend international conferences on global health issues and policies
- Support for master's and doctoral degree training and shorter-term faculty development in global health
- Support for fellowships that give field experience in Southeast Asia and Africa

NETWORKING

- Support for global health conferences and speakers
- Support for creation of the Chinese Consortium of Universities for Global Health
- Linking Chinese global health education programs to leading international programs

CHINA HEALTH POLICY SCIENCES

China's leaders have made the goal of a healthy population a top priority, and indicated that health policies should be integrated with planning for economic and social development. An ambitious health policy agenda, intended to get underway in 2019, aims to promote healthy living, optimize health services, improve health insurance, protect a healthy environment, and develop the health industry.

Health policy sciences (HPS) can play a pivotal role in helping policymakers achieve successful healthcare reform. HPS can produce the knowledge and evidence needed to guide improved design and efficient management of the national healthcare system, as well as the tools to support the monitoring and evaluation needed to determine the efficacy of policy measures.

Over the course of a decade of support, CMB's strategy has been to build individual and institutional leadership in the HPS field and create connections between China's emerging HPS community and global networks (see diagram on page 9). CMB also recognizes that attracting talent to HPS and building up leadership



CMB Liaison officers, pictured here with CMB staff, play key roles in facilitating CMB's relationships with medical universities.



Prof. Zhang Hui of Sun Yat-sen University spoke at the Westlake Youth Forum 2016, which was hosted by Sichuan University in Chengdu, June 20-24, 2016.

in this field are essential steps in advancing health equity in China. CMB has supported next generation leaders in HPS through its support for more than 80 Open Competition research grants, and it has strengthened institutional capacity by helping to establish a dozen capable collaborating programs. The Westlake Forums have provided a venue for those working in HPS to share their research with Chinese and international peers and to attract younger professionals to the field. Articles published in *The Lancet* have increased the visibility and priority of HPS in China.

CMB sees its support for young researchers as the channel where it can have the greatest impact on HPS in China. Over time, these investments will expand the pool of talent, experience, and leadership in HPS and increase the potential for translating HPS research to effective health policy. Part of the value of CMB's Open Competition program is exposing young researchers to

2016-2018 CHINA HPS SUPPORT

CMB became a direct operating foundation in 2015, and its support for HPS reflects a balance between direct programming administered by CMB staff and grantmaking to leading Chinese medical universities. In FY 2017 and FY 2018, CMB expended \$4,000,000 in program costs and grants in support of HPS.

a competitive process that demands academic rigor and integrity — a rare opportunity in China, where access to research grants is typically limited to senior researchers.

The HPS field is gaining traction in China — a positive development as the country looks to measure and assess progress in a new era of health reform.

COLLABORATING UNIVERSITY PROGRAMS

CMB collaborating university programs aim to develop institutional capacity in HPS. Over the course of a decade, CMB has funded 4 Centers of Excellence and 15 Collaborating Programs with total investment exceeding \$12 million. Focusing on a specific HPS theme, each program is led by a distinguished faculty leader and consists of a core multidisciplinary

CMB COLLABORATING PROGRAMS

Fudan University

CMB-CP in Environmental Health Policy
CMB-CP in Health Technology Assessment

Peking University

CMB-CP in Healthy Aging

Sichuan University

CMB-CP in Western China Rural Health Research

Sun Yat-sen University

CMB-CP in Migrant Health Policy



Ningxia Medical University's investigators interviewed community residents about mental health services in Ningxia Hui Autonomous Region.

research group. The problems addressed include non-communicable diseases, air pollution, aging, migrant health, and bioethics; and the policies under development include those addressing neglected diseases, health systems performance, financing, human resources, and essential drugs.

In FY2017 and FY2018 five Collaborating Programs grants were made: two grants to Fudan University, addressing the challenges of environmental health and health technology assessment, and grants to Peking, Sichuan and Sun Yat-sen University, respectively, to research health policy issues related to aging, rural population, and migrant workers. Direct operational activities included rigorous evaluations conducted by Professors Sudhir Anand, Gabriel Leung, and Ariel Pablos-Mendez.

INDIVIDUAL AWARDS FOR YOUNG INVESTIGATORS

CMB provides support to junior Chinese HPS researchers through its an annual Open Competition (OC) grants program. Over the course of eight years, CMB has awarded 84 CMB-OC grants totaling near \$9.3 million.

CHINA HPS PROGRAMS AND ACTIVITIES 2008-2018

CMB's early and continuing support for Health Policy Sciences has helped build a new field in China, one that can deliver the evidence and analysis needed for effective health policy.

INSTITUTIONAL CAPACITY BUILDING

- 4 HPS centers of excellence
- 15 collaborating programs in 9 universities
- 3 twinning fellowship programs between China and UK, Thailand, and U.S. universities

COLLABORATIVE RESEARCH

- 10 Lancet Series, contributor, including the first Lancet China Series, 3 follow-up China Series, and 1 Southeast Asia Series, among others.

INDIVIDUAL CAPACITY BUILDING

- 53 next generation fellows
- 56 faculty development grants
- 26 distinguished CMB professors
- 2 in-China training sessions
- 84 open competition grants

PROMOTION

- 5 Westlake Health Policy Forums, convened
- 3 Westlake Youth Forums, convened
- 8 Prince Mahidol Award Conferences, Bangkok, supported
- 4 Global Symposiums on Health System Research, supported

The themes for the OC in 2017 and 2018 were “improve equity and quality in health systems” and “primary healthcare,” respectively. The awardees’ research projects covered a broad range of topics such as HIV/AIDS, mental health, geriatrics, community-based healthcare, maternal and child health, vaccination, and health insurance.

OC awardees have generally been concentrated in several elite schools of China, due to their comparatively stronger research capacity. In 2018, CMB supported a special research program, valued at \$200,000, to improve equity among OC-eligible institutions in less developed areas of China. Under the broader theme of “national health reform,” the five awardees of the Special Research Program targeted their research on topics related to local health systems.

INTEGRATED HEALTHCARE

China’s health system is hospital-centric, fragmented and volume driven. Service delivery has a strong bias toward providing more treatment rather than improving population health outcomes and toward serving more people at hospitals rather than at grassroots levels. Health financing needs better integration and insurance



One of the interview teams for the China Health and Retirement Longitudinal Study (CHARLS), which collected survey data in Henan Province for a project on healthy aging.



2018 CHPAMS members enjoy a team-building hiking after the organization’s second biennial conference held at Yale University in May 2018.

CHINA HEALTH POLICY AND MANAGEMENT SOCIETY

CMB provides support to China Health Policy and Management Society (CHPAMS). CHPAMS create a nurturing environment for young scholars to pursue research related to health policies in China by providing a platform for them to exchange ideas among themselves as well as with midcareer and senior scholars.

funds need to become more active purchasers of health services. There is a shortage of qualified medical and health workers at the primary care level, which compromises the health system’s ability to carry out the core functions of prevention, case detection, early treatment, and care integration.

To address these challenges and others, CMB has been collaborating with Hainan province in developing a World Bank loan proposal to pilot an integrated healthcare financing and delivery system in the province. Hainan, China’s smallest and southernmost province, is on forefront of the next phase of China’s reform and opening efforts.

SOUTHEAST ASIA

In Southeast Asia programming, CMB has launched the Equity Initiative, a fellowship program that helps young professionals develop the vision and leadership skills needed to bring about fundamental changes for health equity. This is a 20-year program backed by a pooled fund from The Atlantic Philanthropies and CMB.

The Equity Initiative responds to the region's need for health equity leadership in two ways. First, it cultivates and nurtures the next generation of health equity leadership, as the program exposes outstanding young professionals to equity concepts and practices and helps them develop the leadership, team-building, and communication skills needed to create support for health equity issues. Second, it helps to build a collaborative community for promoting health equity within countries and across the region, as Fellows share knowledge, skills, and energy within their respective professional communities and countries and across fields of expertise and national borders. The Equity Initiative anticipates supporting up to 500 Fellows over the course of 20 years.

From 2016 to 2018, there were 3 cohorts, for a total of 56 Fellows, drawn from 11 countries and



2018 Fellows during the Global Learning week at Harvard.

with backgrounds in government administration and policy, health, social entrepreneurship, advocacy, journalism, and other fields. The fellowship experience begins with an intensive induction year of learning,

leadership training, project design, networking, and bonding (*see the following 2 pages for a description of each component of the induction year*). The induction year serves as a springboard for deeper engagement in equity issues; through their second-year projects, Fellows can start translating equity goals and concepts into action. Fellows

also reach out to each other for professional advice and contacts, incorporate equity perspectives into their presentations and writing, and seek avenues to advance equity policies.

The Equity Initiative is exploring more deeply the ways in which it can build lasting communities for health equity. Drawing on the talents and ideas of Fellows, as well as other partners in Asia, it aims to build a network of equity-minded professionals who can be a valuable resource for policymakers, service providers, and community activists.

Atlantic Fellows and the Atlantic Institute

The Equity Initiative is one of seven interconnected Atlantic Fellows programs, which together create a global community to advance fairer, healthier, and more inclusive societies. The Atlantic Fellows Program recognizes that achieving this goal requires leaders with diverse perspectives who can learn from one another and collaborate on solutions. Through the Atlantic Institute, based in Oxford, UK, Fellows from the seven programs can meet, learn from one another, and work together for social change.

In addition to its support for the Equity Initiative, CMB made a grant to the Faculty of Public Health, Khon Kaen University in support of the 9th and 10th International Conferences on Public Health among the Greater Mekong Subregional Countries. CMB also has collaborated on efforts to reform medical education in Viet Nam and other steps by Viet Nam's Ministry of Health to improve the quality of healthcare.

Further details can be found on the CMB website (www.chinamedicalboard.org)



DEVELOPING LEADERSHIP FOR HEALTH EQUITY

The Equity Initiative combines elements of peer, experiential, and blended online learning in the modules of the induction year and subsequently catalyzes efforts to build a community of practice for health equity in the region.

INITIAL FELLOWSHIP YEAR



OPENING RETREAT

Introduces Fellows to the core modules and ideals of the program, explores leadership development theory and practice, and provides initial exposure to health equity frameworks and values.



GLOBAL LEARNING I

Through international travel, connects Fellows with world-class scholars and inspirational leaders and introduces them to on-the-ground health equity issues and social movements.



GLOBAL LEARNING II

Deepens Fellows' learning through academic sessions at Harvard University and facilitates an exchange of perspectives across disciplines, cultures and geographies.



ASIA TREK

A one-week experimental immersion in the region amongst key health actors and policymakers, giving Fellows a local lens into transnational health equity issues.



PROJECT ACCELERATOR

Fellows refine proposals for their health equity projects, with feedback from peers and guidance from experts, and build leadership and management competencies through action-oriented training workshops.



ANNUAL FORUM

Attended by Fellows across all cohorts and equity network allies globally to build community and promote action for health equity in the countries of Southeast Asia and China.



COMMUNITY BUILDING

Beyond the induction year, the Equity Initiative empowers Fellows to build a long-term community for promoting health equity, through support for collaborative second-year projects, strengthening of in-country and regional networks and initiatives, and through the Atlantic Fellows global community.

CMB NEWS

CMB posts monthly news reports on its website for public information. These monthly reports vary in coverage, given the range of CMB's programs in China and Southeast Asia, but all are designed to provide our stakeholders with more detailed descriptions of the richness of CMB's various activities.



REGISTRATION OF CMB BEIJING OFFICE

The Law of the People's Republic of China on the Administration of Activities of Overseas Non-governmental Organizations in the Mainland of China came into force on January 1, 2017. China Medical Board's Beijing Office successfully transferred its registration from the Ministry of Civil Affairs (MoCA) to the Ministry of Public Security (MoPS) and was registered with the Beijing Municipal Public Security Bureau (BMPSB) on January 23, 2017, among the first cluster of overseas NGOs registered under the new China overseas NGO law.

At the invitation of the CMB Beijing Office, the newly appointed director of the Overseas NGO Management Office at BMPSB, Xinhua ZHANG, and two other officials in charge, Pu FANG and Liyang PAN, visited CMB Beijing Office (*photo above*). The Graduate Medical Education (GME) Program Office at PUMCH and the CMB Beijing Office staff gave them an introduction to the GME program and demonstrated its management process. Public security officials said that the CMB Beijing Office's work was fully compliant with the new China overseas NGO law, and encouraged the Beijing Office to continue to serve as a role model for other overseas NGOs.



GLOBAL LEARNING FOR EQUITY FELLOWS JULY 4-19, 2016

Exposure to world-class scholars and inspirational activists in Boston and Cape Town deepened Fellows' learning about equity values and interventions.



FELLOWS' ASIA TREK AUGUST 13-20, 2016

Asia Trek 2016 brought Fellows to Thailand and engaged them on the theme of vulnerable populations, especially urban and ethnic migrants.



CMB WELCOMES FRIENDS TO NEW BEIJING OFFICE SEPTEMBER 10, 2016

On September 10, China Medical Board opened the doors and welcomed guests to its new Beijing office, located in the Qing Dynasty courtyard on the campus of Peking Union Medical College Hospital.



CHINA CONSORTIUM LAUNCHES SELF-STUDIES OCTOBER 2016

Seven members of the CMB-supported China Consortium of Elite Teaching Hospitals for Residency Education conducted an October workshop in Chengdu to initiate action for coordinated and systematic improvement of their residency training programs.



EQUITY FELLOWS MEET FOR PROJECT ACCELERATOR NOVEMBER 11-15, 2016

At the Equity Initiative's Project Accelerator

workshop in Siem Reap, Cambodia, Equity Fellows worked to finalize their fellowship project proposals, reviewed what they had learned throughout the year, and continued building leadership and management competencies.



THAI PRINCESS INAUGURATES CMB FOUNDATION OFFICE FOR SOUTHEAST ASIA FEBRUARY 1, 2017

The new CMB Foundation office in Bangkok was inaugurated by Her Royal Highness Princess Maha Chakri Sirindhorn. The office will serve as a regional hub for CMB's work, especially the Equity Initiative.



MODERATED DISCUSSION AMONG WHO DIRECTOR-GENERAL CANDIDATES FEBRUARY 2, 2017

Lincoln Chen moderated a special event at the Prince Mahidol Award Conference in Bangkok at which the

three finalists campaigning to become the next WHO Director-General responded to open questions from about 900 participants.



EQUITY INITIATIVE'S SUCCESSFUL FIRST YEAR FEBRUARY 3, 2017

At the conclusion of their program year, the inaugural Fellows presented their proposals for equity-related projects at the Annual Forum and provided feedback on their EI experience.



SELF-STUDY FOR EDUCATIONAL REFORM MARCH 2017

At a workshop in Guangzhou, 40 participants representing 6 elite hospitals shared their preliminary assessments on the strengths and weaknesses of their residency education programs, as well as future opportunities and challenges.



19 EQUITY FELLOWS BEGIN PROGRAM YEAR MARCH 29-APRIL 3, 2017

The Opening Retreat for 2017 Fellows, held in Nha Trang, Viet Nam, March 29 - April 3, was an opportunity for introductions and initial bonding among 19 individuals with diverse backgrounds and professional experiences.



REVIEW CHINA'S PEDIATRIC RESIDENCY TRAINING APRIL 16-22, 2017

Judith Palfrey of Boston Children's Hospital visited children's hospitals in Beijing and Shanghai to investigate residency education for Chinese pediatricians.



THE CHANGING WORLD OF GLOBAL HEALTH MAY 17, 2017

Dr. Ariel Pablos-Méndez, the former Assistant Administrator for Global Health at USAID, shared his rich experience as a clinician, public health expert, and global health leader with about 100 faculty members and students at Peking Union Health Science Center.



VIETNAM VICE MINISTER OF HEALTH VISITS CHINA JULY 4-11, 2017

Vice Minister Le Quang Cuong and Professor Tran Diep Tuan visited Beijing to explore residency training in China. CMB Beijing Office arranged meetings in Beijing and Shanghai for the delegation with medical education experts from China and the United States.



CMB SUPPORTS SILK ROAD GLOBAL HEALTH FELLOWS PROGRAM AUGUST 2017

The Silk Road Global Health Fellows program, through a CMB grant to Tsinghua University, will train 40 fellows in two cohorts to conduct global health fieldwork through 2-week immersion study visits in Southeast Asia or Africa.



2017 ASIA TREK FOCUSES ON THE PHILIPPINES AUGUST 13-20, 2017

Asia Trek 2017, held in the Philippines, focused on urban health and equity challenges in deprived communities, giving the second cohort of Equity Fellows the opportunity to examine global health issues through a regional lens.



CMB PRESENTS WORK ON GRADUATE MEDICAL EDUCATION SEPTEMBER 27, 2017

CMB presented its work on graduate medical education to high-level officials at the China-U.S. Health Cooperation Symposium, held in Washington, DC.



PUMC CENTENNIAL SEPTEMBER 2017

Peking Union Medical College celebrated the centennial of its founding with a week of special programs in September, conferences on nursing and medical education, a ceremonial celebration, and a concluding U.S.-China health summit.



EQUITY FELLOWS FINALIZE PROPOSALS OCTOBER 31 - NOVEMBER 5, 2017

In Luang Prabang, Laos, Equity Fellows sharpened the focus of the goal and scope of the group projects they will carry out after their first fellowship year concludes, addressing topics such as community-led impact monitoring, research-based advocacy, and the role of community health workers, among other themes.



RHODES GLOBAL HEALTH FORUM FOCUSES ON HEALTH INEQUITY NOVEMBER 4-5, 2017

CMB President Lincoln Chen highlighted changes to the architecture for global health at the Rhodes Global Health Forum, held at Rhodes House at Oxford University.



NURSING STUDY TOUR JANUARY 14-20, 2018

CMB organized a study tour of U.S. health and academic institutions for Chinese nurses, nursing faculty, and policymakers to visit. The participants learned about the education, placement, and functions of nurse practitioners through site visits and seminars at a community-based health center, hospitals, and universities.



FOUR CMB TRUSTEES VISIT BANGKOK AND BEIJING OFFICES JANUARY-FEBRUARY 2018

An Asian trip for 4 CMB trustees enabled them to gain a better understanding of the nature of CMB's China and Southeast Asia programming since becoming a direct operating foundation. Trustees Harvey Fineberg, Jane Henney, Jeff Koplan, and Jeff Williams visited the CMB Bangkok office and attended the

Prince Mahidol Award Conference; earlier, Dr. Henney, Dr. Koplan, and Mr. Williams had visited the CMB's Beijing office.



HARVEY FINEBERG ADDRESSES PMAC FEBRUARY 1, 2018

In a plenary address at the Prince Mahidol Award Conference (PMAC) in Bangkok, CMB Trustee Harvey Fineberg highlighted the growing intensification of drivers of emerging infections — rapid urbanization; increased and speed of travel; changes in the environment; proximity to animals; and conflicts, disasters, and other vulnerabilities.



EQUITY INITIATIVE'S SECOND ANNUAL FORUM FEBRUARY 3-5, 2018

At the Annual Forum, held in Hua Hin, Thailand, 2017 Fellows joined representatives of the 2016 cohort and incoming 2018 cohort for several days of

interaction and bonding to pursue health equity in their home countries.



2018 FELLOWS PREP FOR EXCITING PROGRAM YEAR MARCH 18-24, 2018

At the 2018 Opening Retreat, 25 Fellows were introduced to the goals and activities of the program year; received an overview of key concepts related to leadership, social justice, and health equity; and engaged in leadership and communications training.



BOAO FORUM ADDRESSES BELT & ROAD INITIATIVE APRIL 8-11, 2018

The 2018 Boao Forum examined the theme of “An Open and Innovative Asia for a World of Greater Posterity” and featured an opening address by President Xi Jinping on China's commitment to globalization. In brief comments, Lincoln Chen argued that human

resources for health could be a major target of health expenditures for the Belt and Road Initiative (BRI) and would bring substantial benefits to China and BRI countries.



NEW ROCKEFELLER FOUNDATION PRESIDENT VISITS PUMCH AND CMB APRIL 25, 2018

Newly appointed Rockefeller Foundation President Rajiv Shah visited PUMCH and CMB Beijing Office to discuss mutual interests in the development of philanthropy, as well as Chinese healthcare and the Healthy China 2030 plan.



GLOBAL LEARNING: CUBA MAY 26-JUNE 2, 2018

The Equity Initiative's Global Learning module helps Fellows develop a global perspective as it exposes them to equity issues, social determinants, and health concerns in other countries and contexts. In Cuba, Fellows explored

aspects of Cuba's history, society, economy, and culture to better understand the how the country promotes health equity.



GLOBAL LEARNING DURING HARVARD WEEK JUNE 2-9, 2018

During the 2018 Harvard program, the second part of the Global Learning module, Fellows engaged in dialogue with researchers and specialists in various aspects of social, economic, and health equity; strengthened skills in leadership and negotiation; and visited community organizations.



CHINA CONSORTIUM CONDUCTS SECOND ROUND OF SELF-STUDIES JUNE 2018

Site visits to all the consortium hospitals were led by CMB Senior Advisor Thomas Inui, and a Beijing workshop paved the way for national dissemination of the self-studies.

FINANCIAL REPORT

China Medical Board Inc.
Condensed Audited Financial Information
For the Years Ended June 30, 2017 and 2018

STATEMENT OF FINANCIAL POSITION

| | 2018 | 2017 |
|----------------------------------|---------------|---------------|
| Assets | \$252,171,823 | \$238,164,925 |
| Liabilities | \$1,850,340 | \$2,752,563 |
| Net Assets | \$250,321,483 | \$235,412,362 |
| Total Liabilities and Net Assets | \$252,171,823 | \$238,164,925 |

STATEMENT OF ACTIVITIES

| | | |
|---|---------------|---------------|
| Income | \$21,665,587 | \$21,620,570 |
| Grants, Program and Other Expenses | \$7,371,594 | \$8,633,910 |
| Investment Management | \$83,159 | \$77,021 |
| Payments to Retired Employees | \$47,963 | \$39,020 |
| Federal Excise Tax and Unrelated Business Income Tax | \$362,400 | \$189,150 |
| Total Expenses | \$7,865,116 | \$8,939,101 |
| Change in Net Assets | \$13,800,471 | \$12,681,469 |
| Net Assets at Beginning of Year | \$238,151,016 | \$225,469,547 |
| Net Assets at End of Year, Prior to Unpaid Grants Liability | \$251,951,487 | \$238,151,016 |
| Unpaid Grants Liability | \$(1,630,004) | \$(2,738,654) |
| Net Assets at End of Year | \$250,321,483 | \$235,412,362 |

CMB's financial statements have been audited by Condon O'Meara McGinty & Donnelly LLP.

CMB TRUSTEES

As of July 1, 2018



**Anthony J. Saich,
Chair**
Director, Ash
Center, Harvard
Kennedy School



Lincoln C. Chen
President
China Medical
Board



**Harvey V.
Fineberg**
President
Gordon and Betty
Moore Foundation



Jane E. Henney
Member-Secretary
National Academy
of Medicine



Fred Z. Hu
Chairman
Primavera Capital
Group



Jeffrey P. Koplan
Vice President
for Global Health,
Emory University



**Wendy Harrison
O'Neill**
Chairman
Asian Cultural
Council



Suzanne E. Siskel
Executive Vice
President and
Chief Operating
Officer
The Asia
Foundation



Barbara Stoll
Dean, McGovern
Medical School at
UT Health
University of Texas
in Houston



Jeffrey R. Williams
Consultant and
Corporate Director



William Y. Yun
Executive Vice
President
and Head of
Alternative
Strategies
Franklin
Templeton

CMB STAFF

CMB staff are based in offices located in Cambridge, MA; Beijing, China; and Bangkok, Thailand.



Lincoln C. Chen
President

CAMBRIDGE, MA



Sarah Wood
Executive
Administrator,
President's Office



John Lichten
Chief
Administrative
and Financial
Officer



Xiao Wang
Accounting
Manager



Jennifer Ryan
Program Executive

BEIJING, CHINA



Wenkai Li
China Chief
Representative



Linda (Na) Zhou
Director of Program
Coordination



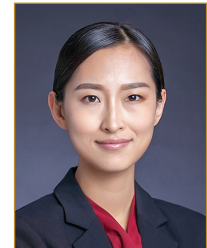
**June (Yanjun)
Liang**
Director of
Management



**Echo (Huiying)
Zong**
Finance Manager



Minhui Yang
Program & Grants
Manager



Shu Zhang
Clinical Education
Fellow

BANGKOK, THAILAND



Le Nhan Phuong
Equity Initiative
Executive Director
& CMB Regional
Representative for
Southeast Asia



**Piya
Hanvoravongchai**
Equity Initiative
Program Director
& CMB Thailand
Representative



**Duong Hoang
Quyen**
Program
Executive



**Kanokrat
Thomthong**
Bangkok Office
Manager &
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**Sirikanya
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