



CHINA MEDICAL BOARD

2019-2021
REPORT

AN INDEPENDENT AMERICAN
FOUNDATION FOR ADVANCING
HEALTH IN CHINA AND ASIA





• 1914 •

MISSION

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 in an interdependent world that fosters innovation in professional education, policy research, and global health.

COVER PHOTOS, FROM TOP TO BOTTOM:

Medical education leaders met to discuss strengthening graduate medical education; Equity Initiative Fellows from Thailand, joined by EI Program Director Piya Hanvoravongchai (standing, in back row); EI Fellows at a 2019 session on adaptive leadership; Dr. Jiang Fan, co-leader of the CMB-supported For Our Children initiative, shares information on child health with Dr. Judy Palfrey, co-leader of the initiative, and others.

MESSAGE FROM THE BOARD CHAIR: **WENDY O'NEILL**

Since joining the CMB Board of Trustees in 2008, I have seen how decades of friendship and exchange across the Pacific have established a model of international medical cooperation. I am gratified to find connections between the earliest days of my family's philanthropic tradition and the ambitious, 21st-century goals that Asian societies have set for the health and well-being of their people. The Rockefeller family's appreciation for excellence in science, medicine, and education is reflected in CMB's grantmaking, programs, and collaborative partnerships in support of health in China and Southeast Asia.

CMB has thrived because a remarkable set of leaders have embedded those values in its day-to-day operations and in its planning for the future. Lincoln Chen, who retired as CMB's president at the end of 2020, is a shining example of this approach to leadership. His 14-year tenure was defined by his sharp assessment of risks and opportunities, close consultation with CMB partners in Asia, and a strategic vision for where our resources could have the greatest impact. He recognized that healthy societies can only be achieved by making investments



in human resources for health, and he reinforced CMB's support for developing the skills and visions of medical and health professionals, researchers, and policymakers. He helped connect health leaders in Asia with their international counterparts, and he directed substantial resources to developing the talents of young leaders. Lincoln transformed CMB in many respects, yet he kept it firmly rooted in a legacy of people-to-

people engagement and finding paths forward to shared goals.

When I became CMB's chair in 2019, Lincoln's retirement was already on the horizon, and my fellow trustees and I launched a search for his successor. We sought a leader in health and medical education with a strong record of international experience, and we were thrilled when Barbara Stoll, who served as a CMB trustee from 2015 to 2020, stepped forward. Barbara has had a distinguished career in academic medicine—as a clinician, educator, research scientist, and administrator. She most recently served as the first woman dean of the McGovern Medical School at the University of Texas Health Sciences Center. Earlier, she chaired the Department of Pediatrics

WENDY O'NEILL: LINKING PAST AND PRESENT



Wendy O'Neill signing guest book at CMB's Beijing office.

Wendy O'Neill became chair of CMB's Board of Trustees on July 1, 2019, symbolizing the linkage between CMB's history and its current goals. CMB was established in 1914 by John D. Rockefeller, Wendy's great-

great-grandfather, and at our centennial celebration in Beijing, Wendy described her family's goal in crafting CMB as bringing 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 Southeast Asia have that same goal, and CMB collaborates with many of them to continue progress toward improved health and quality of life.

Wendy also serves as chair of the Asian Cultural Council. She has served on the boards of Rockefeller Philanthropic Advisors and the Rockefeller Brothers Fund, and was a member of the American Women's Association of Hong Kong's Charitable Donations Committee. She received an AB from Harvard and Radcliffe Colleges in East Asian Studies and an MA from UCLA in history with a specialty in Chinese history.

at Emory University School of Medicine. Barbara brings a wealth of expertise, and as we've seen in her first year, she is incredibly adept at connecting people, shaping rough ideas into program concepts, and bringing new voices into discussions about improving the health of people and communities.

Of course, when we first contemplated our leadership transition, we could not have imagined the impact COVID-19 would have on personal and professional lives throughout the world. Although we have missed

the camaraderie of in-person meetings and the friendly exchanges at informal gatherings, it has been rewarding to see our colleagues in Asia reach out to welcome Barbara so warmly. I am deeply impressed with the ways in which our staff and partners have adapted programs to changing and challenging conditions. Their creativity and resilience add a new chapter to CMB's history of advancing health, equity, and the quality of care — work that has become more important than ever.



Trustees at December 2021 meeting. Front row: Wendy O'Neill, Barbara Stoll, Suzanne Siskel. Back row: Bill Yun, Jeff Koplan, Jeff Williams, Steve Morrison. Not pictured: Harvey Fineberg and Fred Hu.

MESSAGE FROM THE PRESIDENT: BARBARA J. STOLL

After my first year serving as CMB's president, it is clear to me that CMB's mission to advance health, equity, and the quality of care in China and Southeast Asia remains more vital than ever. As we work across distances, languages, and cultures, CMB finds common purpose with partners who share our commitment to raising the quality of health professional education; supporting medical, nursing, and public health research; developing the field of health policy sciences; training global health professionals; and investing in emerging leaders.

CMB's mission has been a guiding star in a year of learning for me. That mission has helped me understand that one of CMB's greatest assets is its social capital — its global network of relationships with leaders in medicine and medical education, public health and health policy, and other fields, as well as the trust and respect of its partners in China and Southeast Asia. Our social capital not only provides a solid foundation for all our work — it also sparks our collective imagination, allowing us to design new, innovative ways to respond to challenges.

Pandemic travel restrictions have unfortunately kept me from visiting our partners in Asia in person. Although not an optimal way to meet new colleagues, our video conference discussions have allowed us to explore shared interests and have reinforced the fundamental principle that science and medicine are not limited by borders. A diversity of ideas spurs innovation and creativity in education, in research, and in programs. Two-way



conversations serve as a sounding board, allowing us to learn from each other, building awareness of similarities, understanding differences, and supporting universal values.

Our teams in Beijing, Bangkok, and the US are mindful of the obligation to use CMB assets wisely. This report describes our programs in health professional education, health policy sciences and health research, global health, and leadership development in China and Southeast Asia. The Equity Initiative, now five cohorts strong, reminds us that leaders from many sectors — health and medicine, academia, government, business, nonprofit organizations, the media, and arts — can all play important roles in health and social justice. I hope these efforts convey our readiness to work collaboratively with health professionals and policymakers in response to emerging challenges and in tackling persistent problems.

I am grateful to my predecessor, Lincoln Chen, for his strategic vision, thoughtful leadership and remarkable tenure at CMB, and to CMB trustees, staff, and partners for making my first year in this position such a fascinating experience. Working together, to implement programs today or design programs for tomorrow, we can do so much to improve the health and well-being of people in Asia and throughout the world. I look forward to continuing successful collaborations and launching and supporting new programs as we make progress toward our shared goals of health, equity, and the quality of care.

BARBARA J. STOLL: CAREER HIGHLIGHTS

- H. Wayne Hightower Distinguished Professor in the Medical Sciences and first woman Dean of the University of Texas McGovern Medical School (2015–2020).
- Chair of the Department of Pediatrics at the Emory University School of Medicine (2004–2015), and the first woman to serve as Pediatrics Department Chair. Previously served on the faculty of the Division of Neonatal-Perinatal Medicine.
- Spent 1995–1996 at the World Health Organization, raising awareness of the importance of neonatal morbidity and mortality in developing countries and developing guidelines for the care of newborns in resource-poor settings.
- Served as a consultant to the WHO, CARE, Save the Children, USAID, the March of Dimes, and the Centers for Disease Control and Prevention.
- Research interests include neonatal clinical trials and the epidemiology, diagnosis, and treatment of neonatal infectious diseases.

CHINA HEALTH PROFESSIONAL EDUCATION

China has invited CMB to join its efforts to improve the quality of medical education, and in response CMB has collaborated with key stakeholders to support medical education reform and innovative development in the following areas: optimizing the structure of the health workforce; piloting a new model of undergraduate medical education; and modernizing graduate medical education and continuing medical education. These innovations are expanding the space for experimentation, which may lead to breakthroughs that can be disseminated throughout the country.

China's leading teaching hospitals are eager to learn from each other, and the **China Consortium of Elite Teaching Hospitals (CCETH)** has proven to be an effective forum for them to develop strategies for medical education reform. CMB's technical and financial support to the CCETH has spurred significant progress in the

development of graduate medical education competencies and faculty development. The CCETH also recognizes the importance of sharing information and best practices with other medical education institutions throughout the country. For example, with support from a CMB grant, Tsinghua University is disseminating the self-study principles and practices the consortium developed to other teaching hospitals and taking steps to ensure the sustainable development of self-study in China.

CMB and Consortium Clinical Education Fellows play an important role in organizing and coordinating the work of the consortium. At the same time, these young physicians — 24 leadership trainees since the consortium's launch in 2015 — have gained a deeper understanding of the principles and practice of medical education and have expanded their professional capabilities. CMB initiated the merit-based Clinical Scholar Innovation Grants Program



Members of the China Consortium of Elite Teaching Hospitals met in 2019 to discuss progress and next steps.

in 2021 to further support the academic productivity and professional development of these Fellows.

The consortium's efforts have expanded to other health professions. In May 2019, the consortium launched the **China Nursing Consortium of Elite Teaching Hospitals**, which aims to deliver guidance for standardizing nurse residency education. Representatives of the consortium visited three leading American hospitals in 2019 to learn more about advanced methods of nursing residency training. Through discussions with their American counterparts, delegation members learned how American programs help their graduates bridge the knowledge and skills gap between learning in school and providing care at the bedside in hospital service.

CMB has played a supporting role in establishing and maintaining a collaborative medical professional community in China. Through such support, it serves as a platform to develop standards on medical education as well as to provide technical consultation to government agencies like the National Health Commission and Ministry of Education and professional organizations like the Chinese Medical Doctor Association. In November



Nursing Consortium representatives shared experiences with specialists at the Mayo Clinic in October 2019.

2019, for example, CMB organized a U.S. study tour for a high-level group of senior Chinese delegates. Site visits to five leading medical schools and discussions with



Members of the China Nursing Consortium of Elite Teaching Hospitals at the 2019 launch ceremony.



Senior Chinese delegates visited leading American medical schools during a 2019 study tour.

American counterparts introduced the Chinese delegation members to innovative models of medical and clinical education, helping to expand the knowledge base for medical education reform in China. Both the Chinese delegates and the American hosts found great value in such a high-level exchange on medical education. Findings from this study tour contributed to the formulation of policy guidance on “Accelerating the Innovative Development of Medical Education,” which the State Council issued in September 2020.

Since CMB changed from a grantmaking to direct operating foundation in 2015, it has provided grants and direct technical support to two national flagship programs in medical education innovation in China. The **Post-Doctoral Residency Program** at Peking Union Medical College Hospital (PUMCH), started in 2016, aims to prepare residents for independent, high-quality clinical practice. Its focus is on producing clinicians with tested competencies through evidence-based case teaching, faculty mentoring, balanced patient workloads, and enhancing teamwork. Patient-centered learning has been blended with innovative pedagogic methods, interactive IT-based learning, simulation exercises, objective testing, and telemedicine.

Recognizing that the quality of graduate medical education is linked to the quality of medical school education, CMB began supporting Peking Union Medical College (PUMC) in reforming its eight-year medical education curriculum in 2018. PUMC is using the United States’ system of education as a model—i.e., requirement for a college degree (usually four years) prior to enrolling in medical school for an additional four years of undergraduate medical education. PUMC’s new **4+4 program** enrolls students with bachelor’s degrees (four years) from highly competitive universities worldwide and provides four-year medical and clinical education at PUMC. The program has a natural connection to CMB’s engagement in strengthening quality postgraduate residency education.

PUMC’s 4+4 curriculum and PUMCH’s Post-Doctoral Residency Program serve as national models of transformative learning in medical education, training young professionals with the skills and leadership qualities to further strengthen the health care system.



An early discussion about PUMC's 4+4 program was held at the CMB Beijing Office conference room.



Senior government officials and experts celebrated the launch of a nurse practitioner training program at Peking University Health Science Center.

ADDITIONAL CMB SUPPORT FOR HEALTH PROFESSIONAL EDUCATION

Primary Care Nurse Practitioners Training. This Peking University Health Science Center project is designed to develop a nurse practitioner training program for mid-career nurses, facilitate the training of two cohorts,

support practice in community centers, and develop a model for quality and efficient primary care service.

Graduate Education for Clinical Pharmacists. PUMCH is conducting a landscaping analysis and preparing a feasibility study on modernizing postgraduate education for clinical pharmacists in China.

CHINA HEALTH SYSTEMS, RESEARCH, AND PRACTICE

CMB's support for health systems, research, and practice recognizes that building healthy societies requires the integration of knowledge and experience, from a range of disciplines, into shared policy goals and practical solutions. CMB's programs in this area convene experts to explore areas of mutual interest and potential collaboration; invest in young researchers; and underscore the value of developing sources of data, analysis, and frameworks that enable policymakers to advance their health agendas. CMB targets its support toward health system reform and policy translation; collaborative exchanges in key practice areas, such as maternal and child health; and leadership development.

Child health is an area of shared concern for both China and the United States, and in 2019, CMB saw opportunities for both countries to improve child health, enhance medical education, and refocus workforce deployment. Through the CMB-supported **For Our Children** initiative,

working groups convened by Shanghai Jiao Tong University School of Medicine and Boston Children's Hospital have been engaged in a comparative study of both countries that is centered on children, committed to health equity, grounded in transparency, based on the best possible evidence, and focused on the opportunities and methods to improve health outcomes for children. Key findings from working groups focusing on child health, pediatrician workforce, and pediatric education will be shared in a final report, to be released in 2022.

One Health is an example of CMB providing support to help seed the development of an emerging field in China, especially timely given the emergence and impact of COVID-19. One Health is a collaborative, multisectoral approach that recognizes that the health of people is closely connected to the health of animals and our shared environment. A CMB grant to Hainan Medical University played a critical role in facilitating



The China-US Pediatric Healthcare Forum, held in January 2020, set the foundation for collaboration on improving child health, enhancing medical education, and refocusing workforce deployment.

a successful \$175-million World Bank loan to Hainan province for an Emerging Infectious Diseases Prevention, Preparedness and Response Project, which will help the province take steps to reduce the risk of zoonotic and other emerging health threats. CMB Beijing staff were invited to provide support for the project in the form of high-level relationship coordination and technical consulting on project design and implementation. In addition to assisting partners in Hainan, CMB is supporting the development of One Health in China in terms of research, education and capacity building. This includes a grant to Shanghai Jiao Tong University to help establish an interdisciplinary and cross-regional research platform on One Health, and a grant to Kunming Medical University supporting a One Health approach to the rational use of antibiotics to reduce antimicrobial resistance in Yunnan Province.

CMB has been a pioneer in supporting the development of **health technology assessment (HTA)** in China to promote evidence-based policymaking. CMB offered grants to Fudan University and Sichuan University in 2019 on HTA demonstration projects, and CMB is supporting a group of Chinese experts and international peers to work with the BMJ on a special issue on HTA in China.

Investing in the development of young researchers remains a central part of CMB's portfolio. The **Open Competition (OC)** grants program for young health researchers has broadened beyond its initial focus on health policy sciences to include other areas that are essential to healthy societies. Since the launch of this program in 2011, CMB has awarded over 140 OC grants,

ADDITIONAL CMB SUPPORT FOR HEALTH SYSTEMS, RESEARCH, AND PRACTICE

Chinese Neonatal Network. Funding to Fudan University to support this multi-institutional collaborative network, including the development of a comprehensive neurodevelopmental follow-up program for high-risk preterm infants after discharge to home following neonatal intensive care.

Training in Academic Pediatrics. A collaboration between Guangzhou Women and Children's Medical Center and Children's Hospital of Philadelphia to enhance training in academic pediatrics for early career pediatricians in China.

with more than \$13 million in funding. Interest in this program has grown significantly over time. With a focus on capacity building, the OC encourages multidisciplinary projects, especially collaboration between public health and clinical medicine, as well as collaborative links to international scholars. CMB considers the OC to be a leadership development program, providing early and mid-career professionals with funding to develop their own research projects in the context of a strong research community. OC themes of recent years included maternal and child health, quality of care, health technology assessment, and primary health care.



In June 2019, CMB convened the Westlake Youth Forum with Zhejiang University School of Medicine, bringing together over 120 young health policy and systems researchers to meet together and continue to build a vibrant community for future collaborations.

GLOBAL HEALTH

CMB was an early supporter of the development of the field of global health in China. In recent years, CMB has focused on creating opportunities for young professionals to gain applied experience. The goal is to help meet China's growing need for global health practitioners who have strong practical field experience in low- and middle-income countries (LMICs).

CMB has developed an immersive **Global Health Leadership Development Program**, which provides early-career Chinese global health professionals with mentored, hands-on opportunities working in LMICs. In collaboration with the Yale School of Medicine and the London School of Hygiene and Tropical Medicine, selected Chinese participants will undertake individually tailored mentored training, including up to three months of orientation and didactic training in the United States or United Kingdom, and a minimum of nine months of field work on a specific global health project at a host LMIC site. These efforts in global health leadership development build

on CMB's earlier support for the **Silk Road Global Health Fellowship Program**, a Tsinghua program that engaged two cohorts of Fellows in global health fieldwork through two-week immersion study visits in Southeast Asian or African countries.

ADDITIONAL CMB SUPPORT FOR GLOBAL HEALTH

Grants in support of global health have been provided to Tsinghua University — to help the National Health Commission strengthen the capacity of Chinese medical teams before they venture overseas for their work; to the China National Health Development Research Center — to provide capacity building and technical support through the China Global Health Network for China's foreign health aid; and to PUMC — to lay the foundation for its Center for Global Health.



Silk Road Global Health Fellows in Kenya, where they gained valuable public health fieldwork experience.

CMB COVID SUPPORT

CMB's COVID-related support recognizes the significant roles that its partners in Asia play in providing frontline care, strengthening health systems, sharing knowledge about this novel virus, collaborating across borders and disciplines, and ensuring attention to the needs of vulnerable populations. The following are examples of how CMB has supported the work of its partners in this exceptional period.

CHINA

Since the onset of the COVID-19 pandemic, CMB has been dedicated in identifying effective support to China and has focused on two priority areas: protecting frontline medical staff and strengthening longer-term capacity in responding to emerging infectious diseases. CMB announced a commitment of \$2 million for COVID-19 related work and programs in China.

In early 2020, CMB consulted with Chinese and international partners on a science-based response to reduce threats to health workers and patients. CMB arranged the procurement and donation of air-purifying devices to member hospitals in the CCETH; through a collaborative effort with Shanghai Jiao Tong University, personal protective equipment was donated to CMB's partners in the United States. CMB also supported grants to Peking University Health Science Center and Tsinghua



The First-Affiliated Hospital, Sun Yat-sen University expressed appreciation to CMB for the donation of equipment and personal protective equipment.

University for capacity building in China's public health emergency preparedness and response system, for studying COVID-19's impact on the elderly in China, and for leadership training in health emergency response.

SOUTHEAST ASIA

Equity Initiative Encouraged Senior Fellows' Efforts

In 2020, CMB joined the Atlantic Institute in awarding Solidarity Grants to Equity Initiative Senior Fellows,



enabling Fellows to scale up their work in ways that would minimize the impact of COVID-19 on high-risk and vulnerable communities. Fellows also contributed their perspectives to two publications: *Vignettes of Equity*, which described how the pandemic impacted vulnerable groups, and *Stories Behind the Mask*, which shared

Fellows' insights as doctors, nurses, health policymakers, researchers, and activists.

COVID-19's Impact on Health Systems

The Asia-Pacific Observatory of Health Systems and Policies, a collaborative partnership between governments and international agencies, is exploring the impact of COVID-19 on health systems, and CMB support will enable them to include health equity dimensions in the study and allow them to expand data collection and qualitative study activities in ASEAN countries.

Encouraging Health Equity in the COVID-19 Response in Southeast Asia

CMB support to the Foundation for Southeast Asia studies, a Thai nonprofit organization, provides resources to promote informed discussion of COVID-19, capture lessons learned during the pandemic, and provide support to disadvantaged communities.

SOUTHEAST ASIA

Health equity means that everyone has a fair opportunity to be as healthy as possible — a goal that needs changemakers with a deep understanding of health equity and the leadership skills to effect meaningful systems change. In 2016 CMB launched the **Equity Initiative** (EI), a long-term fellowship program to build leadership and develop a community of changemakers from a wide range of sectors to support health equity in Southeast Asia. Nearly 100 Fellows, across five cohorts, have participated in the program's induction year of experiential, peer, and blended learning. Moreover, through their continued engagement in EI they are building collaborative networks, raising awareness of health equity, and taking steps to improve health, well-being, and access to quality health services.

EI's programming rapidly shifted in response to the COVID-19 pandemic and continuing restrictions on travel. Induction year programs for Fellows selected to participate in the 2020 cohort were postponed, and outreach to Senior Fellows, who were affected by and responding to the pandemic, was increased. Over the course of 2020, EI staff worked diligently to revise first-year activities for the virtual environment. They welcomed a new cohort in 2021 with expanded content for the EI online learning platform, opportunities to engage with leaders through online exchanges, individual coaching sessions, and support for Fellows' well-being. In-person programming is slated to resume in 2022, as conditions allow, with travel and experiential learning opportunities extended to 2020/2021 Fellows, as well as to the incoming 2022 cohort.



2019 Fellows on the campus of Harvard University in June 2019 as part of their Global Learning experience.

Senior Fellows demonstrated their ability to pivot quickly in response to changing scenarios. With the emergence of COVID, their understanding of local needs and potential solutions, as well as their readiness to take action, was on clear display. With support from CMB and the Atlantic Institute, Fellows used Solidarity Grants to move forward with ground-level support and services to the most vulnerable and at-risk in their home communities. Their projects focused on areas such as the immediate public health response; delivering mental health and psychological support; assistance to small and medium enterprises; protecting workers in the informal sector; and support for employment.

As the Equity Initiative matures, the program is paying increasing attention to knowledge sharing and community building, both across cohorts of Fellows and within countries and regions. Encouraging examples of collaboration can be found among the projects Fellows implement in the second year of their EI experience. These include a research report on the complexity of health communication, with a focus on Vietnamese migrant

workers in Malaysia, and a project that uses a community-based approach to alleviate stunting among children in Indonesia's Nusa Tenggara Timur province.

In 2021, EI introduced a competitive Community Building Grants Program for Senior EI Fellows. Projects supported in the initial round of funding highlight Fellows' creativity and pragmatism and include advocacy campaigns for plantation workers, developing a health equity index, social inclusion of refugees, and leadership capacity building for health equity, among other topics.

The long-term goal of the EI is to nurture and support the development of 500 Fellows over the course of 20 years. It is anticipated that Fellows will have a continued and long-term association with the program. The program's greatest value will come from sparking linkages and collaboration among changemakers from a wide range of professions and backgrounds. The CMB Equity Initiative is one of seven interconnected Atlantic Fellows programs, which together form a global community to advance fairer, healthier, and more inclusive societies.



2021 Fellows, pictured here at their March 2021 orientation, began their bonding in the virtual environment.



SETTING THE FOUNDATION — THE EQUITY INITIATIVE INDUCTION YEAR

Induction year components, as described below, were held in person for 2019 Fellows. The induction year experience was modified for 2021 Fellows, due to pandemic-related travel restrictions, to include virtual convenings, with opportunities for international travel components scheduled for 2022.



Opening Retreat

This orientation introduces new Fellows to each other and to the core values and learning modules of the program.



Asia Trek

Immersive learning within the Asian region gives Fellows a local lens for viewing transnational health equity issues, sparking dialogue, critical thinking, and problem analysis.



Global Learning I and II

International travel and academic sessions connect Fellows with world-class scholars and inspirational leaders, and expose them to on-the-ground health equity issues and social movements.



Project Accelerator

Fellows refine ideas for their health equity projects and strengthen leadership and management competencies through action-oriented training workshops and open discussions.



Annual Forum

The Forum marks the start of Fellows' second-year projects to advance health equity in the region, and it formally introduces and inducts the graduated Fellows into the lifelong community of the Atlantic Fellows Program. It convenes Fellows from all cohorts, creating linkages that expand and enrich this dynamic equity community.



BONDING, PEER LEARNING, AND REFLECTION

The Equity Initiative's promise of forming connections and learning together draws Fellows to the program. Opportunities for bonding, peer learning, and reflection are therefore integral parts of the fellowship learning experience. Over the course of the pandemic, virtual gatherings and skill-building sessions, as well as in-country reunions when conditions permitted, continued to build camaraderie among Fellows.



“BIG BETS”: INVESTING IN HUMAN CAPITAL FOR SOCIAL CHANGE

The Equity Initiative is one of seven values-based, outcome-oriented fellowship programs that were launched with the support of the “big bet” final grants of the Atlantic Philanthropies. Business leader and philanthropist Chuck Feeney structured Atlantic to be a limited-life foundation, scheduled to cease its grantmaking in 2016 and close its doors in 2020. The foundation’s final set of grants were human capital programs focused on enhancing the capacities of social change leaders to make effective improvements in the lives of others. The Atlantic Institute, based in Oxford, UK, provides a platform for Fellows from all seven programs to share ideas and experiences, thereby adding fresh insights and energy to their respective areas of work.



Chuck Feeney, founder of The Atlantic Philanthropies, in foreground, and Chris Oechsli, who served as its president and CEO, in the background.

ADDITIONAL CMB SUPPORT FOR SOUTHEAST ASIA

In addition to the Equity Initiative, CMB’s flagship program in Southeast Asia, CMB provides support for medical education reform, for efforts to advance global health, and for regional networking.

Prince Mahidol Award Conference (PMAC).

PMAC is recognized as a major global health conference, bringing together public health leaders and key stakeholders from throughout the world. CMB provides annual support to PMAC, including funding to bring young Asian scholars to the conference.

Thailand Health Professional Education Foundation.

Grants in support of the 5th Annual National Health Professional Education Reform Forum in Thailand and to further advance the mission of the Foundation.

Cambodia University of Health Sciences. Support for the university’s continued reforms to strengthen education in both the medical school and the school of public health.

Mekong Subregion School of Public Health Network.

Support for regional networking to build academic capacity in public health in the Mekong Subregion.

Siriraj Medical School ASEAN Medical School

Network. Support for sharing of experience among the leading medical schools in the region, as ASEAN moves toward regional standardization of curriculum and graduate competencies.

Ho Chi Minh City Medical School. Support for the university’s continuing efforts to upgrade and disseminate medical education curriculum and pedagogy.

Mahidol University Faculty of Graduate Studies.

Support for scholars from Myanmar to pursue graduate studies leading to a Master of Public Health, Master of Primary Healthcare Management, or Master of Science in Biomedical and Health Informatics degree.

LINCOLN C. CHEN: AN APPRECIATION

Lincoln C. Chen retired on December 31, 2020 after a remarkable 14-year tenure as CMB president.

Lincoln brought a unique combination of academic excellence, global and public health expertise and experience, vision, and boundless energy to the role of CMB president. He was clear-eyed in perceiving that CMB's financial resources were modest and would diminish in scale as China and other parts of Asia dramatically expanded their economies. But he also understood that CMB's real treasure was its commitment to excellence, its collaborative spirit, and perhaps most important, its social capital — the ability to connect medical educators, health professionals, academics, and policymakers in Asia with their international peers. He was strategic and visionary in identifying areas where early and sustained investments could make a difference. His many successes include CMB's support for training global health professionals in China; facilitating the first



Lancet China Series; and investments in next-generation leaders through Open Competition grants for health researchers and other programs. The launch of the Equity Initiative, a long-term program to build support for health equity, was a significant milestone of Lincoln's tenure.

As colleague, confidant, and networker, Lincoln generously shared advice and constantly sought feedback on CMB's work. He made lasting friendships throughout the region, adding to the high esteem and trust of CMB. He

was a tireless traveler, having made 106 trips on CMB's behalf. CMB opened offices in Beijing and Bangkok during Lincoln's tenure, positioning the staff to better understand the landscape in which CMB's programs reside. And Lincoln oversaw memorable celebrations of CMB's centennial, using that milestone as an occasion to link CMB's heritage to goals for the future.

CMB extends its deep appreciation to Lincoln for his 14 years of inspiring leadership and his continued friendship.

A REMARKABLE RECORD OF CMB LEADERSHIP 2006-2020 HIGHLIGHTS

106 trips, totaling 1,660 traveling days, over the course of 14 years.

Program commitments totaling \$110 million and 500 projects.

- 2007 — Introduces strategic focus on Health Policy Sciences and Health Professional Education.
- 2008 — Lancet China Series published, which documented the state of health in China. A series on health in Southeast Asia followed in 2011.
- 2010 — CMB joins the launch of the Commission on Education of Health Professionals for the 21st Century, leading to a landmark publication.
- 2011 — CMB's Beijing Representative Office is officially registered.
- 2013 — CMB begins support for global health training in China.
- 2014 — CMB marks its centennial with events in Bangkok,

Beijing, New York, and Seoul and a series of publications on the history of medicine and medical philanthropy in Asia.

- 2015 — CMB becomes a direct operating foundation, signaling even greater reliance on its intellectual, social, and reputational assets and its management expertise.
- 2015 — The China Consortium of Elite Teaching Hospitals is formed, with the goal of strengthening graduate medical education. A parallel effort, the China Nursing Consortium of Elite Teaching Hospitals, is launched in 2019.
- 2016 — The Equity Initiative is launched as a long-term effort to build leadership for health equity in Southeast Asia. CMB opens an office in Bangkok to manage the program.
- 2016 — CMB opens its office on the campus of Peking Union Medical College Hospital.
- 2020 — Lincoln Chen concludes his service as CMB President on December 31, leaving a legacy of excellence in programming and a strong network of support for CMB's mission.

See photo highlights on following pages.



With CMB Trustees, recognizing CMB's heritage with a visit to Peking Union Medical College in 2010.



With Gui Yonghao, Fudan University, at the 2012 Presidents Council meeting. Lincoln regularly sought opportunities to listen and learn from CMB partners.



With dignitaries at the 2015 International Conference on Residency Education. Through collaborative relationships, CMB has taken a fresh look at medical education.



At the launch of *The Lancet China Series* in 2008. The China series and a later series on health in Southeast Asia became landmark publications.



Lincoln co-chaired with Julio Frenk the Commission on the Education of Health Professionals for the 21st Century. The Commission's report, published in *The Lancet* in 2010, called for a new era of health professional education.



During a 2015 trip to Viet Nam to learn more about plans for medical education reform.



Celebrating CMB's centennial at a gala dinner in Beijing in 2014.



At the Global Health Forum in 2016, sponsored by Peking University Health Science Center and CMB. Under Lincoln's leadership, CMB was an early supporter of global health training in China.



At the opening of CMB's office on the campus of Peking Union Medical College Hospital in 2016, a location that links CMB's past with its contemporary mission.



At the launch of the Equity Initiative in 2016, a long-term investment in leadership for health equity in Southeast Asia.

CHINA PROGRAM MILESTONES

CMB's China program and some of its long-standing partners observed a number of milestone events in the 2020-2021 period, as described below.

MOU EXTENDS CMB-PUMCH COLLABORATION

CMB and PUMCH are bound by a shared history. On June 8, 2021, CMB and PUMCH signed a second five-year memorandum of understanding (MOU), which will continue collaboration on shared goals and build on the successful collaboration of their 2016-2021 MOU. Through the 2016-2021 MOU, PUMCH made significant progress in reinvigorating residency education, working toward its goal of becoming a world-leading academic medical center. Dr. Barbara Stoll, president of CMB, and Dr. Zhang Shuyang, president of PUMCH, signed the 2021-2026 MOU on behalf of their respective institutions, with CMB President Emeritus Lincoln Chen, PUMCH Honorary President Zhao Yupei, CMB trustees, and other dignitaries in attendance on the 100-day countdown to PUMCH's centennial.



CMB President Barbara Stoll (in Atlanta) and PUMCH President Zhang Shuyang (in Beijing) signed the MOU to extend collaboration.



PUMCH CELEBRATES ITS CENTENARY

PUMCH celebrated the 100th anniversary of its founding on September 16, 2021 at a ceremony attended by senior government officials, PUMCH leaders, senior faculty members, and distinguished guests. In her videotaped remarks, delivered in Mandarin, CMB Chair Wendy O'Neill highlighted the long-standing relationship between PUMCH and CMB. CMB President Barbara Stoll echoed Ms. O'Neill's congratulations in her video remarks, and expressed confidence that PUMCH's past accomplishments would guide its progress toward bold goals for the future.



CMB Chair Wendy O'Neill congratulated PUMCH on its centenary.

100TH ANNIVERSARY OF PUMC SCHOOL OF NURSING

PUMC's School of Nursing celebrated its 100th anniversary in 2020, a year that also marked the World Health Organization's Year of Nurses and the 200th anniversary of the birth of Florence Nightingale. CMB collaborated with the School of Nursing in hosting events to celebrate its proud history of high educational standards, specialized training, and training of nursing educators. The events also highlighted the great contributions of nurses in combatting the COVID-19 pandemic.



PUMC President Wang Chen delivered a keynote speech at the centennial celebration of PUMC's School of Nursing.

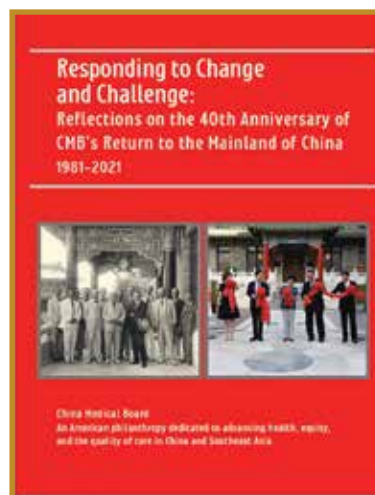
100TH ANNIVERSARY OF THE DEDICATION OF PUMC CAMPUS

On September 19, 2021, PUMC marked the 100th anniversary of the dedication ceremony for its campus, and the Chinese Academy of Medical Sciences (CAMS) celebrated the 65th anniversary of its founding. In her video remarks, CMB President Barbara Stoll described PUMC as a shining example of the best in medical education. PUMC was the first school in China to offer an eight-year medical school curriculum, and the school's 4+4 program, launched in 2018, is attracting outstanding students with diverse academic backgrounds and preparing them to become superb physicians and medical leaders. President Wang Chen expressed gratitude to the Rockefeller family, for its role in founding PUMC, and early institutional leaders of PUMC.



PUMC choir performed the college song at the event celebrating the 100th anniversary of the dedication of PUMC campus.

40TH ANNIVERSARY: CMB'S RETURN TO THE MAINLAND OF CHINA



CMB's return to the mainland of China in 1981, after a 30-year hiatus, marked the beginning of a new era of collaboration and friendship. On January 1, 1979, China and the United States normalized their relations, a step that restored diplomatic ties and opened the

door for American nongovernmental organizations, such as CMB, to begin rebuilding relationships with Chinese institutions and professional colleagues.

A volume in recognition of this milestone, "Responding to Change and Challenge: Reflections on the 40th Anniversary of CMB's Return to the Mainland of China 1981-2021," featured essays written by CMB chairs, trustees, and presidents. In China, interviews with prominent medical leaders were conducted and historical photos were collected as part of the 40th anniversary commemoration.

A MEDICAL CAMPUS BOTH TRADITIONAL AND MODERN



To celebrate the 100th anniversary events, CMB presented several gifts to leaders of PUMC and PUMCH, including a "pop-up" book that, when opened, displays a miniature replica of the PUMC campus.

FINANCIAL REPORTS

China Medical Board, Inc.
Condensed Audited Financial Information
For the Years 2020 and 2019

In 2019, China Medical Board changed from a fiscal year ending June 30 to a fiscal year ending December 31. Implementing this change required a six-month fiscal year to cover the July 1 – December 31, 2019 period. Reporting on all three years is provided below.

STATEMENT OF FINANCIAL POSITION

	2020 (12 months ending Dec. 31, 2020)	2019 (6 months ending Dec. 31, 2019)	2019 (12 months ending June 30, 2019)
Assets	\$329,716,393	\$294,650,185	\$288,989,066
Liabilities	\$1,425,432	\$1,017,758	\$813,881
Net Assets	\$328,290,961	\$293,632,427	\$288,175,185
Total Liabilities and Net Assets	\$329,716,393	\$294,650,185	\$288,989,066

STATEMENT OF ACTIVITIES

Income			
Grant	—	—	\$34,000,000
Investment return, net	\$46,861,167	\$11,526,150	\$14,086,470
Less: federal excise tax and unrelated business income	(\$311,071)	(\$202,000)	(\$297,600)
Net assets released from restrictions			
Income available for grants and other expenses	\$46,550,096	\$11,324,150	\$47,788,870
Grants, Program and Other Expenses			
Grants	\$5,398,339	\$2,606,270	\$5,520,127
Program and administrative	\$3,543,030	\$2,001,724	\$4,006,202
Other program-related expenses	\$2,455,737	\$1,053,340	\$1,208,756
Payments to retired employees	\$43,456	\$25,574	\$43,783
Total grants and other expenses	\$11,440,562	\$5,686,908	\$10,778,868
Change in Net Assets	\$35,109,534	\$5,637,242	\$37,010,002
Net Assets at Beginning of Year	\$294,598,731	\$288,961,489	\$251,951,487
Net Assets at End of Year, Prior to Unpaid Grants Liability	\$329,708,265	\$294,598,731	\$288,961,489
Unpaid Grants Liability	(\$1,417,304)	(\$966,304)	(\$786,304)
Net Assets at End of Year	\$328,290,961	\$293,632,427	\$288,175,185

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

CMB TRUSTEES

As of January 1, 2022



Wendy Harrison O'Neill
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Chair, Asian
Cultural Council



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Board



Jeffrey R. Williams
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and Corporate
Director



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

CMB WELCOMES NEW TRUSTEE: J. STEPHEN MORRISON

J. Stephen Morrison, senior vice president at the Center for Strategic and International Studies (CSIS) and director of its Global Health Policy Center, joined CMB's Board of Trustees in 2021. Steve writes widely, has directed several high-level commissions, and is a frequent commentator on U.S. foreign policy, global health, Africa, and foreign assistance. He served in the Clinton administration, as committee staff in the House of Representatives, and taught for 12 years at the Johns Hopkins School of Advanced International Studies. Steve's expertise in global health and U.S.-China relations are great assets for CMB's work.

*CMB expresses its appreciation to former trustees who served during the period covered by this report:
Jane E. Henney and Anthony J. Saich (Chair, 2015–2019).*

CMB STAFF

As of January 1, 2022

CMB has offices in the United States in Cambridge, MA and Atlanta, GA; in Beijing, China; and in Bangkok, Thailand.



Barbara Stoll
President

UNITED STATES



John Lichten
Vice President
and Chief
Operating
Officer



Kelley Little
Executive
Assistant to the
President



Xiao Wang
Director of
Accounting

CHINA



Wenkai Li
China Chief
Representative



**Huiying (Echo)
Zong**
Finance
Manager



**Yu (Matthew)
Wang**
Program
Director



Wenting Pu
Program
Manager



Nanfang Xu
Clinical
Education
Fellow



Chenyu Zhu
Clinical
Education
Fellow

THAILAND



Le Nhan Phuong
CMB Regional
Director for
Southeast
Asia & Equity
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Hanvoravongchai**
CMB Foundation
Thailand
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Equity Initiative
Program Director



**Duong Hoang
Quyen**
Program
Executive



Kim Cruz
Communications
Manager



**Siraprapa (A)
Morrodokute**
Program
Assistant



**Maytiwa (May)
Thavorn-
pinitttham**
Fellows
Relations
Manager



**Kanokrat
(Nok)
Thomthong**
Bangkok Office
Manager &
Equity Initiative
Coordinator

*CMB expresses its appreciation to former employees who served during the period covered by this report:
Quan Jing, Zhen Li, Yanjun (June) Liang, Wei Ni, Petlada (Pupae) Ouratanakawee, Jennifer Ryan,
Sirikanya Santayakul, Sarah Wood, Minhui Yang, Ying Yao, Na (Linda) Zhou, and Bo Zhu.*



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CMB

USA

China Medical Board
2 Arrow Street
Cambridge, MA 02138 USA
Telephone: +1-617-979-8000

美国中华医学基金会
麻塞诸塞州坎布里市阿罗街 2 号
02138

CHINA

China Medical Board
Suite 1201, Old Building 12, 1 Shuaifuyuan
Dongcheng District
Beijing, China 100730
+86-10-6524-4460

美国中华医学基金会北京代表处
北京市东城区帅府园1号
北京协和医院老楼12号楼1201室 100730

THAILAND

CMB Foundation
591 UBCII Tower, 12th Floor
Sukhumit Road, Soi 33
North Klongton, Wattana
Bangkok 10110 Thailand
+66-2-258-0626

มูลนิธิไชนา เมดิคอล บอร์ด
591 อาคารสมัชชาวาณิช 2 (UBCII) ชั้น 12
ถ.สุขุมวิท (ซอย 33) แขวงคลองตันเหนือ
เขตวัฒนา, กรุงเทพฯ 10110

www.chinamedicalboard.org