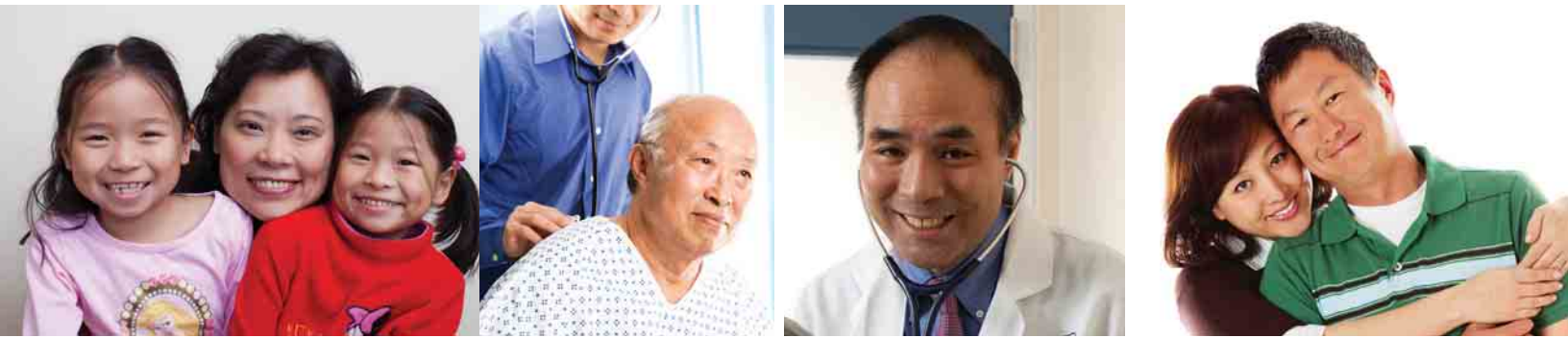


Charles B. Wang
Community Health Center
Annual Report



2012

Dear Friends:

For more than 40 years, the Charles B. Wang Community Health Center has provided high-quality, accessible and culturally-appropriate health and support services to medically underserved Asian Americans and other vulnerable populations in the New York metropolitan area.

The Health Center is making a real difference in the lives of our patients through the provision of “medical home” services. Our clinicians facilitate partnerships with patients to make sure that they receive the necessary care when they need it in a culturally and linguistically appropriate manner. We use evidence-based guidelines and health information technology to provide well-coordinated and effective services to patients across all elements of the complex health system. Working with our partners, such as hospitals, managed care plans, community physicians, other federally qualified health centers, community-based organizations, pharmaceuticals and state and federal agencies, we are improving care outcomes for patients, reducing health disparities, and lowering costs to the health care system.

In 2012, your generosity made it possible for the Health Center to:

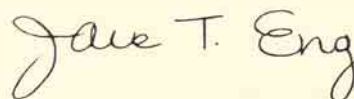
- Serve 100% of patients regardless of their ability to pay
- Provide 44,780 low-income and underserved patients with 253,000 primary care and support service visits at 4 locations in Manhattan and Queens
- Conduct 580 outreach events and 177 workshops reaching 14,800 patients and community members
- Rank in the top 25% among federally qualified health centers in the U.S. by the federal Bureau of Primary Health Care for performance for 9 quality-of-care indicators (2011 UDS Report)
- Offer community service learning, volunteer and internship opportunities for 114 high school and college students
- Maintain Level III (highest level) Patient Centered Medical Home recognition from the National Committee for Quality Assurance

We are deeply grateful to our partners and our donors for your continuing support of our mission.

Sincerely yours,



Ken Chin, Esq.
Board Chair



Jane T. Eng, Esq.
Chief Executive Officer

OUR MISSION IS TO:

- Be a leader in providing quality, culturally relevant, and affordable health care and education, and advocate on behalf of the health and social needs of underserved Asian Americans.

OUR GOALS ARE THE FOLLOWING:

SERVICE

- Provide our patients with compassionate, professional health care.

ADVOCACY

- Advocate on behalf of the Asian American community, who, due to cultural, linguistic, educational, or financial barriers, lack access to basic health care services and health education.
- Reach out and interact with the community and its leaders to understand and respond to community needs.
- Raise national awareness of Asian American health and social needs.
- Serve as a model for other community health centers.

EDUCATION AND TRAINING

- Disseminate up-to-date health information to the community.
- Promote the practice of preventive medicine and good health habits.
- Provide students and health care professionals with experience and understanding in meeting the special needs of our population.
- Motivate Asian Americans to pursue health careers and become involved in the community.

RESEARCH

- Participate in community-base research that benefits the Asian American community.
- Collect data to identify needs of our patients and community.

HOW WE DELIVER CARE

At the Charles B. Wang Community Health Center

We envision a time when all Americans will achieve their optimal health by receiving high-quality and effective health care services. Our team of experienced professionals and supporting staff are committed to serving as a “medical home” for patients by offering well-coordinated primary care for men and women that spans all ages – newborns, children, adolescents, and adults. We serve patients, their families, and the community by providing team-based, whole person care with compassion and excellence.

We offer services seven days a week at four convenient locations in Manhattan and Queens. We adjust fees on the basis of a patient’s ability to pay so that cost is not a barrier to care. The majority of our direct care staff is bilingual and bicultural and communicates with patients in the patients’ preferred language. Our consumer-majority board of directors ensures that the Health Center responds to community needs, and uses its resources effectively and efficiently to meet its mission.

The Health Center has in place an extensive quality assurance/quality improvement (QA/QI) system to support the provision of effective health care. We systematically collect and evaluate patient data and use the results to improve our services. We have fully implemented an electronic health records system which allows us to employ

the highest standards and best practices to deliver high-quality and coordinated care. By monitoring patient care outcomes and offering timely follow-up, we assure that our patients are well-taken care of. Better information provides the groundwork for better decisions.

We also use peer chart reviews and patient satisfaction surveys to continually assess the appropriateness and quality of our services. Our quality improvement outcomes are reviewed by the board’s Medical and Dental Advisory Committee, composed of physicians from the community, hospitals and the New York City health department. For 2012, we tracked 17 clinical performance indicators and reported our results to the federal Bureau of Primary Health Care, which posts all health center clinical outcomes online at <http://bphc.hrsa.gov/healthcenterdatastatistics/>.

The Health Center also partners with many hospitals, community providers, federal, state and local government agencies, managed care plans, and community-based organizations to improve coordination of care and help patients access comprehensive health and social services. We participate in local, state and national coalitions to advocate on behalf of the health and social service needs of Asian Americans.

OUR MEDICAL HOME SERVICES

Internal Medicine

Our internal medicine providers strive to provide high quality and comprehensive primary care to adults of all ages. Our services include preventive health care, treatment of acute and chronic illness and coordination of care for those with complex diseases.

Our services are delivered by multi-disciplinary care teams. Each team includes physicians, nurses, social workers, mental health specialists, health educators, nutritionists, care managers, medical assistants, and patient service representatives. Under the direction of a physician, the team is committed to comprehensive whole person care by coordinating services that meet the patient's medical, social, emotional, and educational needs.

The Internal Medicine Department specializes in the diagnosis and treatment of certain health conditions prevalent among Asian Americans, such as hepatitis B and diabetes.

2012 Internal Medicine Service Highlights

- Cared for **2,497** patients diagnosed with hepatitis B, **2,057** patients with diabetes, and **4,924** with hypertension
- Tested **11,682** patients for HIV, **8,182** for hepatitis B, and **2,119** for hepatitis C
- Provided **2,314** patients ages 18 and older with smoking cessation advice or medication
- Earned highest **Clinical Quality Score** for large group practices from Healthfirst, and quality incentive payments from Affinity and Fidelis health plans
- **99%** of Internal Medicine patients would recommend CBWCHC to family members, relatives and friends

“ This is a long overdue letter to compliment your entire staff, from employees who answer the phone to those who do the lab work, and especially to Dr. Christine Cheng....There is a difference between Charles B. Wang and the hospital that I went to for many decades. You have living, breathing human beings who answer the phone, your front office staff is willing to look you in the eye and acknowledge your presence... when a patient calls, your staff tries to accommodate...they are helpful and pleasant to the point where I feel that I am dreaming...I also cannot say enough complimentary things about Dr. Christine Cheng. Dr. Cheng has spent more time conversing with my husband, my daughter and myself than all doctors combined we have seen at the hospital in 35+ years...I have recommended your facility to many people and one of my colleagues is also very happy with Charles B. Wang. Your entire staff is a credit to the ideals of good health care and treating the customers like they matter.

”

Women's Health

The Women's Health Department is dedicated to providing our patients with high-quality, individualized care with compassion and respect. Our trained physicians and nurse midwives offer comprehensive health services from a patient's initial exam, to childbirth and through menopause and beyond. Our services include general gynecology, family planning, walk-in pregnancy testing, prenatal care, delivery, post-partum care, HIV and STD testing and counseling, nutritional counseling, and the WIC nutritional program for pregnant women, infants and children.

The department also offers a variety of community health promotion programs, such as breast feeding education, cancer screening, parent education, and patient navigation.

2012 Women's Health Service Highlights

- Prenatal care for **1,950** patients
- **675** deliveries
- Family planning services for **5,564** patients
- **2,120** patients with breast cancer screening
- **13,842** female patients ages 24 to 64 with cervical cancer screening
- **3,812** patients ages 51 to 64 with colorectal cancer screening

“ I received a diagnosis of abnormal breast cancer screening from the Women's Health Department in January 2009. From then on until July 2010, I received ultrasound, scanning, biopsy, surgery and chemo...I am deeply grateful to the doctors at the Health Center who diagnosed my condition and worked as a team to take good care of me. I especially want to thank Ruby Ko who is a Certified Nurse Midwife. She provides me with a very thorough exam every year. I think it is not necessary to have a MD to give me a check-up, a nurse midwife could do the same work. I also want to thank Irene Ng on the 4th floor who helps me promptly with my referrals for mammograms and ultrasounds...I wonder if CBWCHC can establish a support group for cancer patients and cancer survivors. It could serve as a bridge between CBWCHC and their patients and will be a great benefit to the community.

”

“ My doctor at the Health Center helped me a lot. Last year, I had an exam which showed blood in my urine. I was referred to a specialist at Union Square. The specialist said there was nothing wrong, three times. The doctor at CBWCHC told me that I must go to the hospital to get more tests done. I didn't want to since I don't understand English, but this doctor kept insisting that I go, so I finally did. A very small tumor was detected. I had surgery last year and it turns out the tumor was malignant. If I listened to the specialist, it wouldn't have been found. I'm very grateful for this doctor for saving my life.

”

Pediatrics

The Pediatrics Department offers comprehensive care to children from newborn to age 21, as well as guidance and support for parents. We offer general well child care, developmental surveillance, vaccinations, and services for specific diseases and conditions of childhood, such as asthma, ADHD, developmental delays, and obesity. The provider team includes not just doctors, but also nurses, nutritionists, social workers, and psychologists who are dedicated to providing excellent and compassionate care for all children.

The department also works closely with neighborhood schools, daycare centers, and other community organizations to deliver educational programs. Childhood obesity has become a priority because of its links to many chronic and potentially debilitating diseases such as diabetes, heart diseases, high blood pressure, and joint problems. The department promotes nutrition education and healthy eating, and works with partner agencies to provide physical activity programs for children and families.

2012 Child and Adolescent Health Service Highlights

- Cared for **16,035** patients ages 21 and under
- Health supervision for **9,001** infants and children ages 0 to 11
- **7,667** children and teens ages 3 to 17 with BMI measurement and counseling on nutrition and physical activity
- **216** middle and high school students participated in school-based health education workshops
- **517** youth received one-on-one counseling on adolescent health and at-risk behaviors
- **18** teens participated in Teen Advisory Committee to ensure that programs and activities are teen-friendly and responsive to adolescent health needs

“ I would like to thank the PSRs (patient service representative). Their attitude was very good including the PSR from the Pediatrics Department. I always forget my appointment time but the PSR always reminds me. Many thanks! Your staff, nurses, and the doctors are compassionate and have friendly attitudes that make me feel very warm and welcomed. ”

“ My family have been participating in the Health Center for more than 10 years. We have received the utmost care, support, assistance and comfort for my children as well as myself...I want to thank Dr. Soohoo who provides medical needs to my son who is autistic...Dr. Soohoo expresses care and support to my family needs when are at the most difficulty times for the past ten years and more. She always explains clearly to me about my son’s medical condition and directs me how to corporate with other neurologist to provide aid to my child...I am also grateful to other workers in the center, including the nurses and social workers. I appreciate all the phone calls and letters to remind me of our medical appointments. I also appreciate the social workers in the center, especially Siu Fong who has assisted me to apply for SSI and other government assistance. Thanks to the social worker for being a good listener for my family. Lastly, I want to give thanks to CBWCHC which presents the best services and resources for my family in these many years. Thank you.

”



Dental Care

Located at Walker Street in Manhattan, the Dental Department provides both general and preventive dentistry. Our family-oriented environment focuses on patient comfort. Our friendly and knowledgeable providers take time with patients to explain their treatment options and inform them of additional preventive care. As a practice, we are true believers that preventive care and education are the keys to optimal dental health. That's why we focus on thorough exams – checking the overall health of patients' teeth and gums, performing oral cancer exams, and taking x-rays when necessary. We also know that routine cleanings, flossing, sealants, and fluoride are all helpful in preventing dental disease. A standard of excellence in personalized dental care enables us to provide quality dental services that our patients deserve.

2012 Dental Health Service Highlights

- Oral exams for **5,420** patients
- Dental prophylaxis for **4,709** patients
- Restorative services for **2,436** patients
- Rehabilitative services for **671** patients
- **17,435** dental service visits

“ My first visit to this health center is simply amazing. From start to finish, the service provided is very attentive, comfortable and detailed.... I felt so at ease here. ”



Health Education

The Health Education Department offers education and counseling to help patients manage and improve their health status. Health educators work with providers to offers group workshops or one-on-one counseling for conditions such as asthma, diabetes, hypertension, and hepatitis B. We offer community health education through the Chinese language media, such as publishing articles in newspapers and broadcasting live and pre-taped programs on Chinese language radio stations. We have an extensive resource library of Chinese-language health education materials in print and audio-visual formats that can be easily downloaded from the Health Center's Web site, www.cbwchc.org.

The department also works with other health professionals associations to develop high-quality, Chinese-language patient and consumer education materials. For example, the our bilingual staff translated the *Big Fat Reference Guide* for the COPD Foundation, *Guidebook on Diabetes* for the American College of Physicians Foundation, and *Baby Basics: A Prenatal Care Guide* for the What to Expect Foundation.

2012 Health Education Services Highlights

- Participated in **30** health fairs
- Offered **177** workshops
- Broadcasted **65** radio programs
- Published **335** press articles and press releases
- Conducted **580** outreach events
- Completed **277** written translations
- Provided **14,800** face-to-face contacts

“ I really appreciate your Health Center's excellent educational materials on various diseases. They are helpful not only to improve our knowledge about the diseases, but also know the English name of the disease as the brochures are all in bilingual English and Chinese. ”

Social Work

As part of the health care team, the Health Center's professional social work staff helps patients and families understand and cope with medical, psychological, and social issues related to their illness. Our social workers offer many services to help patients during their treatment. These include psycho-social assessments, supportive counseling, patient advocacy, crisis intervention and support groups, accessing government benefits and community resources, and staff consultation.

Social workers integrated several evidence-based tools to screen patients for their self-care capabilities, cognitive impairments, and psychological distress that may affect the patients' quality of life and health outcomes. Social workers use the screening data to work with the medical teams to formulate individualized care plans that meet the patient's unique health and social service needs.

The overall goal of social service is to enhance the effective functioning and well-being of our patients.

“ You care about your patients; you are concerned about your patients. I hope you can keep on with your caring spirit and thinking about your patients. ”

2012 Social Work Service Highlights

- Served **4,909** patients with **11,749** social work encounters
- Completed **1,687** comprehensive bio-psychosocial assessments
- Provided **540** patients with intensive case management services
- **27%** of social work patients received assistance to navigate the public health insurance system and/or obtain health insurance



Mental Health

Integrating mental health with primary health care has become central to the nation's action to improve healthcare quality. Integrated health care is especially crucial to the Asian American community since primary health care is the entry point to health and mental health care for many community members. Since winning a "Model that Works" competition sponsored by the Bureau of Primary Health Care in 2000, the Health Center has been a leader in mental health service integration through the Mental Health Bridge Program. The Bridge Program's mental health professionals, including psychiatrists and licensed clinical social workers, work side-by-side with primary care providers to detect and treat mental disorders onsite. The Bridge Program also provides support to the primary care team in dealing with psychological barriers in the treatment of chronic medical conditions.

The Health Center also has a depression screening program, not only because depression itself is a debilitating disease, but also because it is highly co-morbid with major illness, such as cancer and diabetes. Many patients may not understand the disabling effects of depression on their health and daily functioning. By conducting depression screening during the physical exam and during community outreach events, the Health Center is able to identify patients who may need mental health services, and provide them with evidence-based depression treatment at the Health Center as part of their comprehensive care.

2012 Mental Health Service Highlights

- Provided **1,219** patients with mental health services
- Diagnosed **1,046** patients with depression or other mood disorders
- Served **9,700** patients and community members in depression screening program



Health Careers Training

Since its inception, CBWCHC has recognized the importance of investing in the backbone of our health and health care delivery system – its people. Improving training for frontline and support staff becomes critical so they may function as effective care team members. At the Health Center, we provide extensive on-the-job training, which includes classroom and online training, peer mentoring, and supervisory feedback, for our frontline workers. We provide scholarships to support their skills development so they can move up their career ladder.

The Health Center also has a long tradition of hosting internships and service learning opportunities for high school, college and graduate health and social work students to cultivate their interest in public and community health. Through programs such as the Teen Resource Center and Project AHEAD, we are helping students explore career opportunities in health care, develop their personal leadership skills, and engage in community service.

2012 Health Careers Training Highlights

114 high school and college students were provided with internship and volunteer opportunities. Through programs such as Project AHEAD, Yale/Goldman Sachs internship, Sophie Davis field placement, and the Summer Youth Employment Program, the Health Center aims to motivate young people to enter the health professions, and to give back to the community. Health Center clinicians also provide mentoring and shadowing experiences for many medical, dental and social work students.

“ Letter from Project AHEAD intern

The past eight weeks in Project AHEAD have been the most memorable for me. In fact, there are no words to express how grateful I am to you and the staff of the Health Center for giving me this opportunity... Project AHEAD has left a huge impression on me. It has invigorated my passion for medicine and healthcare. I now no longer see one path or direction, because you and Liz Young (consultant-trainer) have taught me what passion is. I see it every time you talked to us. I will never forget what you have taught us and hope to one day come back, whether it is just to visit or work here. I leave this internship knowing I have not only found great friends, but a family at the Charles B. Wang Community Health Center.

”

Research and Evaluation

The Research & Evaluation Department is committed to identifying community health priorities, barriers to care delivery, and assessing the quality and outcome of preventive and health services provided by the Health Center. In these efforts, we ask important questions such as these: How do social, cultural, and ethnic factors influence the health-seeking behavior of Asian Americans? What are the unmet needs of special patient populations, such as children with special needs or patients with chronic conditions (e.g., hepatitis B and diabetes)? What are the barriers and facilitating factors for our patients to being physically active? How does a collaborative care model improve internal team coordination and satisfaction among patients and providers? How can we achieve optimal results at less cost?

Research is the systematic collection of data to answer questions like these. Results from rigorously designed research help practitioners, health advocates, policy makers, and community members make evidence-based health care decisions.

2012 Research and Evaluation Highlights

- Published **3** articles in peer-reviewed journals
- Presented **12** poster sessions at local and national conferences
- Completed **8** year partnership with the Center for the Study of Asian American Health, New York University Medical Center, in implementing the health disparities research training program for 40 medical school students and public health professionals
- Participated in a research network of **17** community health centers and academic institutions to develop capacity to conduct comparative effectiveness research
- Participated in the planning and development of the Association of Asian American Pacific Community Health Organization (AAPCHO) Institutional Review



Community Health Promotion and Advocacy Programs

In addition to clinical services, the Health Center provides many health promotion and disease prevention programs to improve the overall health of Asian Americans in New York City. The Health Center adopts a comprehensive, systematic and coordinated approach to affecting long term health behavior change by influencing community norms through education and advocacy. Program efforts focus on the whole community so that it becomes positive and enabling, one in which the family, the media, employers, educators, faith communities, voluntary and professional organizations, health care institutions and government all take an active and positive role in changing those factors in the community which continue to place people at risk.

2012 community health promotion projects

Enrolled 3,244 low-income individuals and families in New York State's public health insurance programs (partners: Safe Space, New York State Department of Health)

Served 725 uninsured patients diagnosed with chronic hepatitis B infections with low-cost monitoring visits, ultrasounds, case management and enrollment in pharmaceutical benefits (partners: Robin Hood, GE Foundation, New York City Department of Health and Mental Hygiene, The Liu Foundation, J.T. Tai Foundation, Ms. Miranda Wong Tang)

Provided 2,077 breast, **1,007** cervical, and **525** colorectal cancer screening and education at community screening events (partners: New York State Department of Health, Avon Breast Cancer Foundation, Komen for the Cure, American Cancer Society)

Screened 3,337 children ages 0 to 5 for developmental delays and linked **757** families to educational and support services (partners: Kellogg Foundation, Movement Matters, Kon Wah Day School, Chung Pak Day Care, University Settlement)

Implemented Chinatown JUMP, a partnership with 7 local schools to promote physical activity for children and teens (partners: local schools, Movement Matters, New York City Department of Parks and Recreation, New York State Department of Health)

Educated 318 youth using evidence-based teen pregnancy prevention curriculum (partners: New York State Department of Health, local schools)

Engaged 80 youth between the ages of 8 to 11 in basketball mentorship program (partner: APEX, local schools)

Trained 129 frontline staff and **30** mid-level managers to deliver patient-centered medical home services (partner: RCHN Community Health Foundation)

Translated a 430-page manual, Big Fat Reference Guide on Chronic Obstructive Pulmonary Disease, from English into Chinese to educate providers and consumers (partners: COPD Foundation, Dr. Chun Yip)

Created Peer Support Network, a support group for **30** new immigrant teens, to discuss health and cultural adjustment issues

Provided screening and health education to more than **3,000** participants at annual Good Health Day in Manhattan and Flushing (partners: New York Downtown Hospital, **80** sponsors and community-based organizations in Manhattan and Queens)



Annual Good Health Day fair at Sara D. Roosevelt Park



Community members participating at a health event



Educational table on nutrition

2012 Performance Measures

2012 Service Outcomes and Accomplishments

Number of patients	44,787
Total service visits	252,752
Patients with incomes < 200% of poverty	87%
Patients best served in language other than English	89%
Patients without health insurance	25%

Patient Satisfaction with Quality of Service Indicators

Rated “Usually” or “Always”

Satisfaction with providers	
Courteous, respectful, listens, listens, communicates	98%
Attention to care	94%
Satisfaction with nurses and medical assistants	97%
Satisfaction with patient service representatives	95%
Satisfaction with access to care	82%
Satisfaction with quality of facilities	96%
Satisfaction with waiting time	87%
Would recommend CBWCHC to family and friends	99%

Financial Performance Indicators

CBWCHC

2011 Industry Average

Current ratio	3.78	3.21
Days in receivable	39.55	62.04
Days in accounts payable	37.11	54.15
Days in reserve	127.42	82.89
Administration expenses	15%	19%

Clinical Performance Measures	2012 CBWCHC	2011 NYS Health Center Average	2012 NYS Quality Assurance Reporting Requirement (Statewide Average)	Healthy People 2020 Goals
% of women who received prenatal care in first trimester	89%	76%	86%	78%
% of women ages 21 to 64 with PAP test within the past three years	80%	62%	78%	93%
% of births with low birth weight - under 2500 g	3%	7%	5%	8%
% of two year olds who received 25 required immunizations (new measure)	41% for 25 immunizations 87% for 19 immunizations	45%	71% for 19 immunizations	NA
Weight assessment and counseling for children and adolescents	78%	49%	BMI assessment for children age 3 to 17 – 65%; nutritional counseling for children age 3 to 17 – 70%	55% for regular BMI assessment; 15% for regular nutritional counseling
Persistent asthmatics ages 5 to 40 who received controller medication	93%	65%	Persistent asthmatics age 19 to 64 who received 3 or more controller medication events – 82%	NA
% of patients with well-controlled diabetes - Hba1c under 9%	90%	76%	73%	85%
% of patients with well-controlled hypertension – under 140/90	75%	64%	66%	44%
Adult weight screening	74%	44%	56% with BMI assessment	54% with regular BMI assessment
Tobacco use assessment	90%	84%	NA	69%
Tobacco users counseled	92%	59%	82% smokers advised to quit; 51% of smokers counseled on smoking cessation strategies	21%
% of patients age 6 to 14 who ever had sealants	73% in 2011	NA	NA	28% for children ages 6
% of patients screened for depression at annual physical exam visits	71% in 2011	NA	NA	2% of all office visits
Colon cancer screening (new measure)	46%	NA	65%	71%
Coronary artery disease - LDL over 130 on lipid therapy (new measure)	72%	NA	NA	NA

2012 DONATIONS

Diamond (\$25,000-\$49,999)

Charles B. Wang International Foundation

Ruby (\$5,000-\$9,999)

Ms. Betty Shou Ling Wong Tse

Mr. Y.M. & Mrs. Anna Chen / Yemana Holdings Limited

Sapphire (\$2,500-\$4,999)

Hong Kong Dragon Boat Festival in New York, Inc. / Mr. Henry Wan

Supporters (\$500-\$2,499)

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Medical Student Association
Ms. Connie Yu

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United Healthcare

Visiting Nurse Service of New York

WellCare of New York

Wells Fargo

Beth Israel Medical Center /
Yaimon Stroke Center

GRANTS AND CONTRACTS

Association of Asian Pacific Community Health Organizations	New York University School of Medicine, Center for the Study of Asian American Health
Avon Foundation Breast Care Fund	
Cancer Service Network, Inc.	Ping Y. Tai Foundation
Chia Family Foundation	Public Health Solutions
Chu and Chan Foundation	Title X Family Planning Services
COPD Foundation	HIV Care Services
Fidelis Care of New York	RCHN Community Health Foundation
Gilead Sciences Inc.	Robin Hood
J.T. Tai Foundation	Susan G. Komen for the Cure
Mr. & Mrs. Shau-wai and Marie Lam	Ms. Miranda Wong Tang
New York State Department of Health	
Facilitated Enrollment Program	
Chinatown JUMP	
Comprehensive Adolescent Pregnancy Prevention	
Healthcare Efficiency and Affordability Law	

FINANCIAL STATEMENT

Revenue

Patient services	\$ 33,320,653
Federal grant	3,331,339
Contract services	3,342,894
Foundation grants and contributions	1,061,813
Other	1,320,915

Total Revenue

\$ 42,377,614

Functional Expenses

Program services	\$ 33,353,962
General and administrative	5,890,482

Total Functional Expenses

\$ 39,426,444

Operating Income

\$ 2,951,170

Decrease in Temporarily Restricted Net Assets

\$ (628,525)

Increase in Net Assets

\$ 2,322,645

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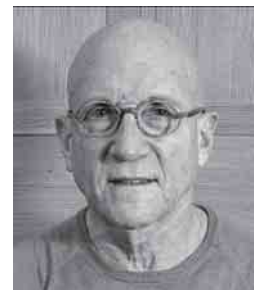
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Ady S. Oster, MD,
MBA
Chief, Internal Medicine

268 Canal Street
New York, NY 10013
tel 212-379-6988
fax 212-379-6936

125 Walker Street
New York, NY 10013
tel 212-226-8866
fax 212-226-2289

136-26 37th Avenue
Flushing, NY 11354
tel 718-886-1212
fax 718-886-2568

168 Centre Street
New York, NY 10013
tel 212-226-6682
fax 212-226-6680

www.cbwchc.org



CHARLES B. WANG
COMMUNITY HEALTH CENTER
王嘉廉社區醫療中心