



Mercy Medical  
Center Cambodia



**2025  
ANNUAL  
REPORT**

# TABLE OF CONTENTS

Letter from the Director	3
Philosophy of Ministry	6
Mission, Vision and Core Values	7
Impact Report	9
Cultivating Staff: Learning & Leading	11
Cultivating Systems: Expanding Our Capacity	14
Cultivating Facilities & Property: Growing Our Space	15
Cultivating Future Growth: Shaping the Horizon	17
Cultivating Hearts: Heea & Din's Story	20
Foundations to Future Campaign	21
2025 Key Financials	23
Field Leadership	25
U.S. Headquarters	26

## Letter from the Director

# SOWING SEEDS

My wife Marjie and I recently had the privilege of speaking at a conference about cultivating a legacy mindset—sowing seeds today that will continue to grow, flourish and glorify God long after we are gone. That calling beautifully captures the heart of Mercy Medical Center Cambodia (MMCC) and reflects this year's theme: Cultivation.

From the beginning, MMCC's ministry has been intentionally cultivated through leadership development, a clearly defined scope of care, a commitment to excellence, wise stewardship of healthcare technologies, and the careful addressing of challenges that could undermine the mission. Above all, we have invested in discipling, training, and raising up men and women who share our faith, vision, and who will carry the heart of this ministry forward.

Over the years, we have watched God bring growth from small beginnings. What started in a rented two-story house has grown into a medical center with four (soon to be five) buildings. Our staff has grown from 15 to more than 120, and we now serve over 21,000 patients each year. Since launching our Family Medicine Residency Program in 2012, 31 Christian Cambodian doctors have graduated and we have developed specialized programs for fellowships in Women's Health, GI Endoscopy, and a Postgraduate Nursing Program with a strong emphasis on leadership. This growth is not the goal itself, but it is evidence of faithful cultivation.

Ultimately, we know it is not what we build, but who we build for. This work and ministry is the Lord's and the cultivation of it requires preparing the soil, planting seeds, watering faithfully, and patiently caring for what God brings to life. In 2025, this calling has been expressed through our 4P Mission: to Proclaim, Provide, Prepare and Partner. As we look ahead, we sense God leading us to strengthen the hub of MMCC, steward our resources wisely, and extend our reach by sending out Christian healthcare workers. Our prayer is that MMCC will continue to advance a legacy of preaching and healing for the glory of Jesus Christ.

As we close 2025, it's impossible to not address one of the main challenges we faced this year. The border conflict with Thailand, which escalated from July through December, displaced more than 500,000 Cambodians. This conflict has affected countless lives, and even though MMCC is not on the border, the ripple effect is deeply felt, especially for our national staff. As we prayerfully responded to this crisis, it became clear that the years of cultivation, often quiet and unseen, has positioned MMCC for such a time as this.

We invite you to walk through 2025 with us, remembering and rejoicing in the great things our God has done.

With gratitude,



**Tim Benadum, MD**

Executive Director & Founder  
Mercy Medical Center Cambodia



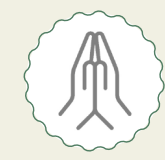


# OUR PHILOSOPHY



## Biblical Focus

At MMCC we recognize that true and lasting heart change only happens through the transforming power of Jesus Christ and the Holy Spirit in the lives of believers. We believe that all people are made in the image of God, and are meant to have a relationship with their Creator. As His Word is written for all people, the Bible transcends and transforms cultures, bringing freedom and peace in this life and for eternity.



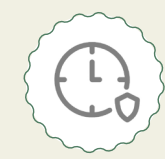
## Prayer

We also recognize that Satan is active and real and we cannot run a ministry by only treating physical needs. Instead, we know that God has overcome Satan, that He works through His people's prayers, and that prayer is "powerful and effective" (James 5:16). We rely on prayer to drive the ministry and ask our partners to join us in prayer consistently.



## Facilitative Development

MMCC is a facilitative development ministry, rooted in Biblical truth. As a facilitative ministry, we focus on investing in the national staff to carry out the ministry. As a development ministry, we aim for a mission that grows the capacity of staff and patients over the long run.



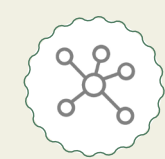
## Long-Term

Quality development requires long-term investment. Long-term missionary workers who have learned the Khmer language are actively discipling national workers who are growing the Church by discipling others not only at MMCC, but in their own church communities.



## Discipleship and Training

Every day of the week, small group Bible studies and one-on-one discipleship meetings are happening in the various corners of our space. Each international missionary is also qualified to mentor national workers in their area of expertise. This focus on discipleship and leadership training is vital to our work at MMCC as we deliberately move towards a national-led ministry.



## Referring Partner System

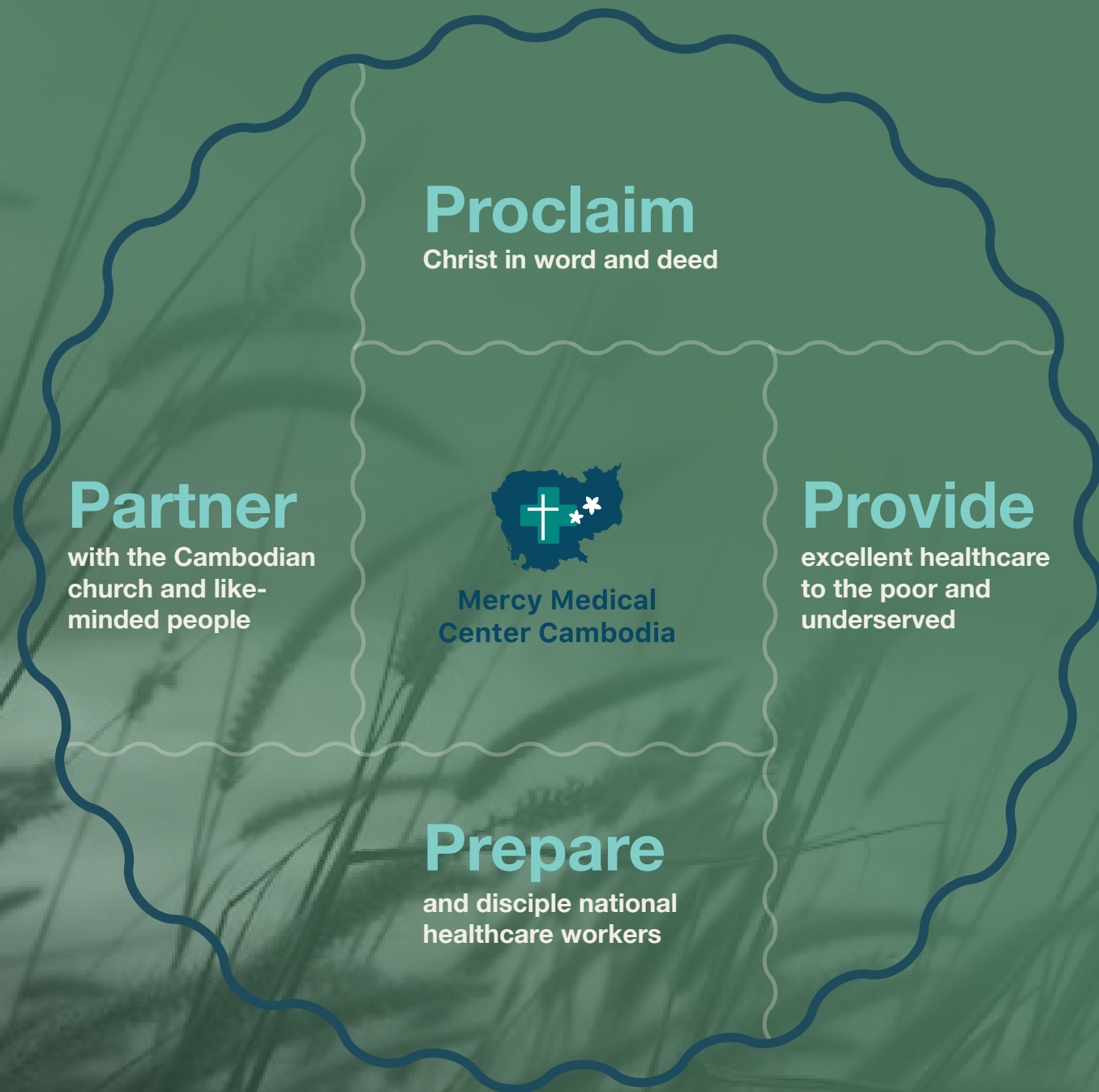
The MMCC referring partner system is a key strategy in growing the Cambodian Church. Patients are sent by a local Cambodian church or Christian organization which has a clear agreement with MMCC that they will remain active in the spiritual lives of the patients. These partners work closely with MMCC to build the Church in Cambodia through evangelism, discipleship, and church involvement. And some of these partners also send us staff and trainees.



## Mission Driven

Our partners trust the leadership of MMCC (and the board to which the leadership is accountable) to make ministry decisions which direct the use of our funds.

# MISSION



# VISION

The vision of MMCC is to see a fully-staffed mission hospital that is Cambodian-led, facilitating church growth locally and provincially, serving the poor and underserved, training national healthcare workers and partnering with local and global churches, maintaining the 4P Mission of MMCC with regional outreach centers.

## Core Values



**Compassion**  
because Jesus modeled it



**Humble in Spirit**  
because we do not deserve His love and grace



**Respect**  
because He gave us all dignity



**Passion for the mission**  
because it is God's mission



**Teamwork**  
because each member contributes to the whole



**Excellence**  
because we shine His light

# IMPACT REPORT

2025 was a year of strategic growth and focused investment. Although patient numbers dipped slightly from last year (largely due to changes in government aid and economic strain during periods of unrest) the ministry's impact continued to deepen. Investment in staff through discipleship, leadership development, and training increased, which strengthened MMCC's long-term sustainability. We expanded our surgical services, allowing us to provide more advanced healing interventions. Lastly, the launch of the Foundations to Future Campaign (see page 21) also expanded our network of international partners, strengthening future collaboration and support.



**Outpatient Care**  
**21,364 visits**



**Inpatient Care**  
**779 night stays**



**Church Planting**  
**18 direct plants**

and many more through our Referring Partner network



**Staff Discipleship**  
**704 hours**



**Staff Bible Study**  
**9 weekly studies**



**Gospel Conversations**  
**2,424 one-on-one**

with medical and non-medical staff

House Church Leader Training  
**28 Cambodian leaders graduated from our training program**

Evangelism  
**688 professions of faith at MMCC**

Family Medicine Residency  
**14 Cambodian doctors in training**

**255 Surgeries & Scope Procedures**

Physical Therapy  
**858 patient visits**

Nurse Training  
**161 hours**

Nurse Leadership Training Course  
**24 graduates to date**

**5 Nursing School Sponsorships**

Women's Health Program  
**5 MMCC staff ran 38 outreach and training events**

Women's Preventive Care  
**1,120 screenings for cancer and other diseases**

Cambodian Attending Doctors  
**11 graduates teaching at MMCC**

Counseling  
**4 MMCC staff managed 2,224 patient visits**

Mental Health Training for Staff & Patients  
**77 hours**

Local Referring Partners  
**144 Cambodian churches and Christian organizations**

International Partners  
**227 people, churches, organizations and 12 prayer locations**

Staff Leadership Training & Mentorships  
**65 hours**

Total Staff  
**117 Cambodian and 20 foreign staff**

Prescriptions & Lab Tests  
**123,510 & 110,776 respectively**

Eye Care  
**1,483 patient visits and 105 surgeries**

English Instruction  
**156 hours of skill-specific tutoring**

## CULTIVATING STAFF

# LEARNING AND LEADING

Over the past 16 years, MMCC has undergone a significant and prayerful transition. What began as an outpatient facility largely led and staffed by missionary doctors has grown into a center where Cambodian clinicians increasingly provide both frontline care and leadership. Today, missionary doctors work alongside Cambodian doctors with a primary focus on teaching, mentoring, and transferring skills. This model strengthens Cambodian communities and reflects a core missional commitment: patients are cared for by Cambodian doctors who fully understand their language, culture, and context.

This value is particularly evident in our leadership structures. In the past the role of Medical Director was held by a single missionary doctor carrying most responsibilities alone. Beginning in 2024, four Cambodian Associate Medical Directors have been raised up to serve alongside the Medical Director, each overseeing distinct portfolios. This leadership transition reflects years of investment not only in clinical training, but also in walking closely with our doctors through intentional discipleship, mentoring, and trust-building.

Our focus on teaching and training Cambodian clinicians has enabled us to expand certain specialized services, specifically GI Endoscopy, Women's Health, and Nursing Programs. Our endoscopy service is now fully led by a Khmer doctor who was trained at MMCC by our missionary gastroenterologist.

MMCC's strong reputation within Cambodia's healthcare system has opened further opportunities

this year with our Women's Health Program. Our women's health team, widely recognized for cervical cancer screening, was invited to train obstetrics and gynecology specialists at Phnom Penh's most prestigious hospital. This invitation was an encouragement after many years of faithful work and growing local expertise!

As part of our commitment to professional development, MMCC identified several opportunities to offer further education within our staff. For example, in response to nursing shortages internally and throughout the country, MMCC sponsored several Nurse Assistants to undertake formal nursing training. Three individuals graduated this past year and have remained on staff, with four more currently in training.

Through our strategic partnership with the Christian Medical College of Vellore in India, four MMCC staff members have enrolled in the two-year International Post-Graduate Diploma in Hospital Management, which will strengthen our internal leadership and management capacity.

Lastly, MMCC has been hosting an annual retreat for staff leaders in every area of the mission. Outreach, medical, and administrative leaders gather for a spiritually-focused retreat that provides valuable space to train, equip, encourage and strengthen those who carry responsibility in the ministry.



"I have learned and grown so much in leadership on the job. Supported and advised by experienced leaders, onsite leader training, the international leadership program, and through the opportunity to hear from experts in my area."

**Tong Tit Sokhom, Human Resources Director**



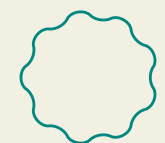
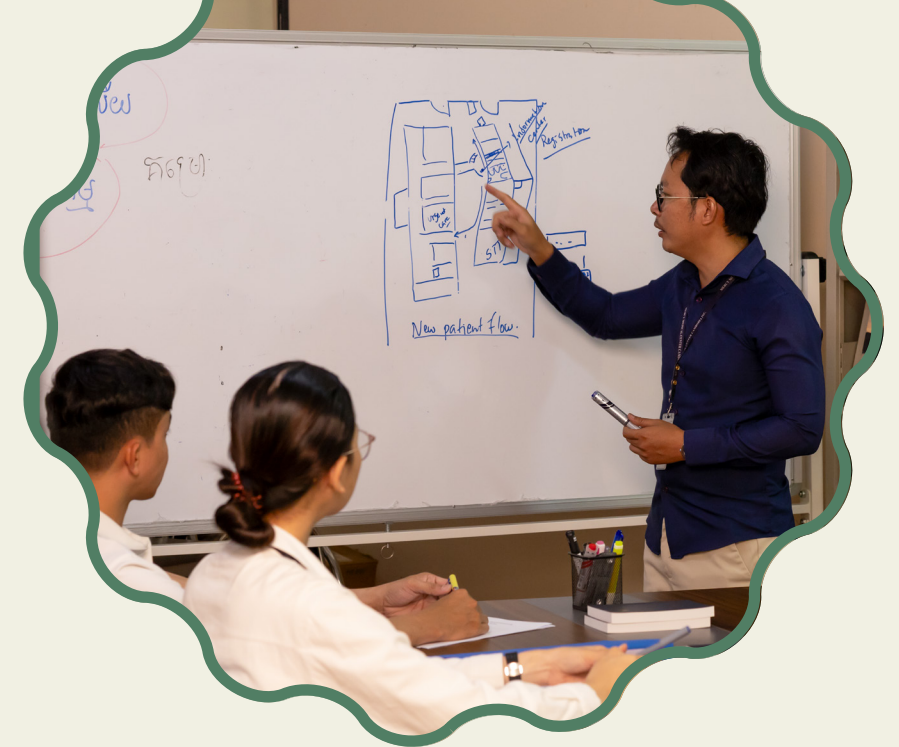
"MMCC strategically invests in staff and leads them by example. I get to spend time listening to years of experience and collaborate in the work, sharing our ideas and learning and growing together. I have gained more confidence in my skills and leadership, and I am not just supported in my skills, but also spiritually. Every day, I am grateful to be part of MMCC as we make a bigger impact throughout Cambodia and bring more people to Christ!"

**Dany Vann, Local Communications and Partnership Director**



"MMCC gave me the opportunity to grow from a nurse, to supervisor and then head nurse. This is a gift from God. From the day I became a leader, I have been supported, supervised, and advised by other leaders, including missionaries. They listen, understand the situation, and openly share from their perspective with respect. I thank God for the opportunity to grow with MMCC!"

**Soauchhorda Yann, Head Nurse**



## CULTIVATING SYSTEMS

# EXPANDING OUR CAPACITY

As MMCC looks ahead, we are working to improve our patients' experience and expand clinical capacity. One area of priority is to reduce patient wait time while increasing efficiency and access. Following the successful transition to an Electronic Medical Records (EMR) system, MMCC is now rolling out an online appointments and results system to streamline clinic flow and efficiency. This gives patients fast access to their labs and medical results and enables the hospital to care for more patients without compromising quality. MMCC also introduced Saturday morning clinics in order to extend access to patients who struggle to visit during the work week.

Despite not having a formal emergency department, MMCC continues to receive many acutely unwell patients. This has created challenges for Cambodian doctors who sometimes lack confidence or experience in managing complex emergencies, slowing patient flow when doctors must balance urgent cases alongside routine follow-up care. In response, MMCC has restructured our Urgent Care system. Cambodian

attending doctors are now rostered to Urgent Care for dedicated one-week blocks, without additional outpatient responsibilities. This model improves continuity, builds confidence, and provides focused exposure to acute care. Alongside this, MMCC has launched a formal Emergency Medicine training course as part of a broader Attending Doctor curriculum. Training includes emergency care, point-of-care ultrasound, and advanced procedures—an unusually broad clinical scope required of doctors working in this setting.

As we grow, we have found it helpful to learn from mission hospitals who are farther along than MMCC. In 2025, MMCC sent a small leadership team to visit and learn from two successful Christian hospitals in India, exploring topics such as patient flow, finances, leadership development, and guarding against mission drift. The experience was particularly encouraging for our Cambodian leaders, who returned inspired by what is possible through faithful stewardship, time, and trust in God's ongoing work at MMCC.

## CULTIVATING FACILITIES

# GROWING OUR SPACE

In 2025, MMCC made intentional shifts to cultivate growth with the physical grounds of the hospital. As Phnom Penh's city limits continued to expand, the cost of land rose, and rapid development was encroaching on the area surrounding MMCC, it became clear that decisive action was needed to secure the hospital's long-term future. As a result, 2025 marked two significant investments: a hospital expansion and the acquisition of a nearby campus.

### Hospital Expansion

MMCC purchased a parcel of land adjacent to our existing facility and began construction on a hospital expansion. This expansion positions MMCC to deliver more comprehensive, compassionate care for our patients and community by enhancing key areas, including:

Increased inpatient and outpatient capacity

Expanded urgent care and surgical wards

Physical therapy and rehabilitation services

Palliative care and spiritual support spaces

Laboratory, pharmacy, and endoscopy services

Central supply, administrative offices, and education space.

### Campus for Staff Housing and Training

At the end of 2024, a unique opportunity emerged for MMCC to purchase a nearby property previously developed as a boarding school. The 4.4-acre campus included move-in ready buildings well suited for holistic care training, staff housing, meeting space, athletic facilities, kitchens, green space, and more. Following a thorough assessment, the MMCC Board approved the purchase in early 2025 and final preparations were completed in February 2026. This strategic investment secures critical space for future growth and supports staff retention, MMCC families, and leadership development. The campus provides:

Medical and spiritual training centers

On-site childcare in a safe Christian environment

Housing options for MMCC staff

An environment that fosters longevity, learning, and community.

Beautiful green space and walking paths on the new MMCC campus





## CULTIVATING FUTURE GROWTH SHAPING THE HORIZON

Keeping our eyes on the horizon is essential: without clarity about where we are going, even meaningful work can lose focus. Throughout 2025, God used a series of significant moments to refine and sharpen MMCC’s sense of calling and future direction.

During a research visit to two mission hospitals in India, we asked a lead chaplain: “If you had to focus ministry on one group—staff, students, or patients—who would it be?” His answer came without hesitation: “Staff, because they become the evangelists to the others.” This insight demonstrates a shared value, that lasting ministry impact grows from investing deeply in the people we serve alongside.

Around the time of these hospital visits, our Foundations to Future funding campaign (see page 21) became not only a financial initiative, but a season of prayerful discernment. Through conversations and planning, a vision emerged for MMCC’s Holistic Healthcare Training Center—that it will be a place dedicated to equipping Christian workers for Gospel-centered, whole-person care. Beyond just strengthening our own team, it will serve to raise up and multiply Christian healthcare workers across Cambodia who are clinically excellent, spiritually grounded, and equipped to serve as witnesses in their communities.

Our referring partner model (working closely with vetted churches and Christian NGOs in every province) has proven to be one of our greatest strengths. These partners do far more than coordinate logistics; they provide spiritual continuity through follow-up, discipleship, and community reintegration after medical care, ensuring that ministry continues long after patients leave the hospital.

From July 2025 through December, our partners who had long been engaged on the front lines of the spiritual battle were suddenly thrust into the realities of a physical conflict as border fighting displaced more than 500,000 Cambodians. At the end of the year we met with pastors from provinces hosting displacement camps, many encountering MMCC for the first time and eager to partner with us. As difficult as this time is, we thank God that it has been a time of greater reach.

Scripture exhorts us to remember who created the stars and everything else as we “lift up your eyes on high” (Isaiah 40:26-28). We look to the horizon with hope—envisioning the training of Christian workers across Cambodia in biblical grounding, lay counseling, family health, and community education so that many more lives may be transformed through the love of Christ.



“If you had to focus ministry on one group—staff, students, or patients—who would it be?” His answer was immediate: “Staff, because they are the evangelists to the others.”

**Finney Alexander, Head Chaplain,  
Christian Medical College of  
Vellore India**

“Before we had to go to the people. God is using this difficult time of war to bring the people together in the camps – to hear the Good News!”

**Pastor Sohkom, Siem Reap  
Province, Cambodia**



## CULTIVATING HEARTS

# HEEA AND DIN'S STORY

Heea and his pregnant wife, Din, lived in a Bunong tribal village with their three children. Like most in their community, they followed animistic beliefs shaped by fear of spirits, curses, and death. Life was marked by poverty, uncertainty, and spiritual darkness.

As a child Heea had learned about Jesus from a visiting pastor and even prayed to receive Christ. But as an adult, he drifted away and turned to homemade rice wine to escape stress, poverty, and hopelessness. Needing money to support his growing family, Heea joined villagers traveling deep into the jungle to collect honey, orchids, and ginseng to sell at the market. They discovered orchids growing in tall fig trees. Loving a challenge, Heea climbed using only a small rope but the rope slipped and he fell to the ground, losing consciousness.

Heea experienced a vision: a brilliant light he recognized as Jesus and a garden overflowing with honey. When he later awoke alone he realized he was paralyzed. Believing that evil spirits had caused this injury, the others had run away in fear. Village leaders insisted demons must be removed before Heea could come home. His body was placed on hot coals to “burn out” evil spirits, and witch doctors performed rituals, forcing him to drink animal blood. Din was pressured to sacrifice every animal they owned and spend their remaining savings seeking healing from far-away witch doctors. He returned home in constant pain and destitute.

Soon after, Din gave birth to their fourth child alone. She later described this as the darkest moment of her life: four children, no income, and no future. Some villagers suggested leaving Heea in the forest to die. Around this time, the family remembered that missionaries and Cambodian pastors were teaching health lessons nearby. A neighbor quietly invited them to visit, a rare gesture for Bunong culture in which Christians were believed to disrupt the spirits.

They found Heea lying on the floor, surrounded by malnourished children while Din tearfully nursed her newborn. At the mention of Jesus' name, Heea broke down, confessing his need for salvation. Din and the children followed. That night idols were destroyed as the whole family committed to follow Christ. Their teenage daughter later said, “it was the first time I had ever known joy or hope!”

Physically, the journey ahead was difficult. Heea suffered from deep bedsores, untreated burns, and infections. The missionaries and Khmer pastors transported the family to MMCC. During a week-long stay they were immersed in prayer, his wounds were treated, infections healed, and Din was trained in wound care and physical therapy, giving her confidence as a caregiver. They returned home with a medical mattress, a wheelchair, and renewed hope.

God continued to provide. When the family prayed for rice, unknown churches would arrive with food and supplies. MMCC sent a physical therapist to follow up, enabling Heea to sit upright for hours at a time. Eventually Heea felt called to teach the Bible, though he doubted anyone would listen to someone with his limitations. God proved him wrong. A gifted teacher, his faith and joy became contagious. Each evening after dinner, neighbors began gathering to hear him teach Scripture.

God's provision was evident. When disease killed every chicken in the village except theirs, neighbors took notice. Over time, two widows and their families came to Christ. Today, a small church meets daily in their home, sharing meals, worship, and Scripture. God has provided a well, a bathroom, and even a new home built by Cambodian church members. Though poor, no one can doubt this family's love for Jesus or the peace they now live in. Once filled with despair, their home has become a place of light, hope, and faith in Christ alone.

# FOUNDATIONS TO FUTURE CAMPAIGN

Expanding Compassion. Equipping Leaders. Extending the Gospel.

Over the past 16 years, MMCC has become a trusted institution within Cambodia's healthcare landscape, growing in size, capacity, credibility, and impact. As patient demand continues to increase and opportunities for national influence expand, 2025 marked a pivotal moment in our ministry.

In response, MMCC launched Foundations to Future, a multi-year \$11.6 million campaign designed to extend our reach, strengthen our infrastructure, and multiply Gospel-centered healthcare across Cambodia, positioning MMCC for sustainable impact in the decades ahead.

## What the \$11.6 Million Will Do

### Serve

The campaign will enable MMCC to increase patient volume by 75% through the following:

Expanding capacity for surgical, outpatient, rehabilitation, and chronic care services

Establishing a robust charity fund to subsidize care for our most vulnerable patients

Expanding staff training and professional development programs.

### Strengthen

Sustainable growth requires strategic investment in facilities and systems. Campaign funding will strengthen multiple aspects of our ministry:

Supporting construction of a new post-surgical ward and expanded outpatient facilities

Funding the purchase and development of a nearby campus for staff housing, childcare, and a Holistic Healthcare Training Center

Improving diagnostic capabilities, rehabilitation services and operational systems.

### Send

Through MMCC's training programs, we will disciple and send Christian Cambodian doctors and nurses to underserved provinces:

Launching Regional Outreach Centers (ROCs) staffed by MMCC-trained physicians

Providing ongoing mentorship and oversight to ensure quality care and mission alignment

Collaborating with our referring partner network in every province

Building a national network of Christian healthcare professionals serving with excellence and purpose.

Since the launch of the campaign, we have raised \$7.5 million, a powerful testament to God's faithfulness and the generosity of our partners. While this progress is significant, important work still lies ahead. We invite you to continue partnering with us as we invest in the future of MMCC and expand access to Gospel-centered healthcare across Cambodia.

SCAN TO LEARN MORE & GIVE:



# 2025 KEY FINANCIALS

All figures are in US dollars

## Revenue

Donations	\$369,554
Referring Partner Contributions	\$98,996
Patient Fees	\$1,191,194
Other Income	\$7,227
<b>Total General Revenue</b>	<b>\$1,666,971</b>
Donations to Designated Funds	\$161,993
<b>Total Revenue</b>	<b>\$1,828,964</b>

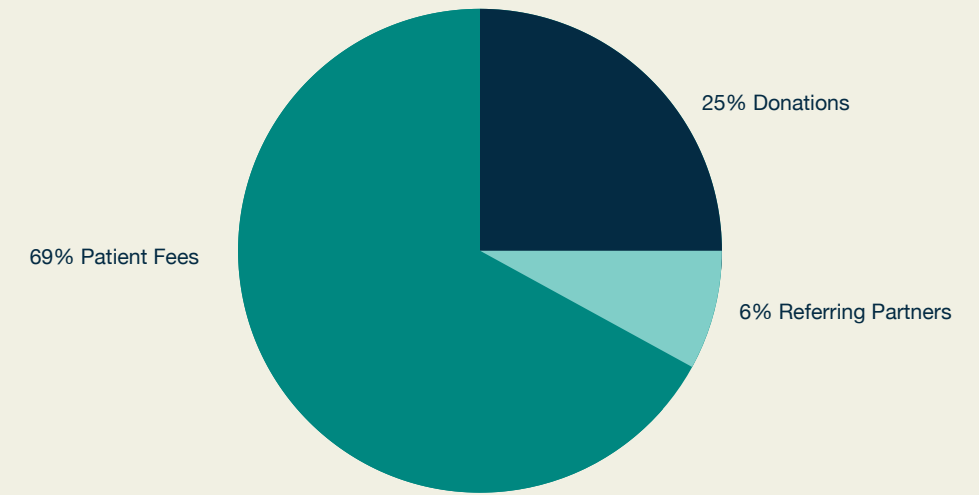
## Expenses

Wages & Benefits	\$825,717
Pharmacy Costs	\$547,208
Medical & Surgical Supplies	\$114,213
Administration & Outside Services	\$90,722
Small Equipment	\$14,874
Utilities	\$47,092
Staff Education & Development	\$45,994
Holistic Care - Community Health	\$34,684
<b>Total Patient Care Expenses</b>	<b>\$1,720,504</b>
Total Designated Fund Expenditures	\$76,680
<b>Total Expenses</b>	<b>\$1,797,184</b>
Excess of Revenue over Expenses	\$31,780

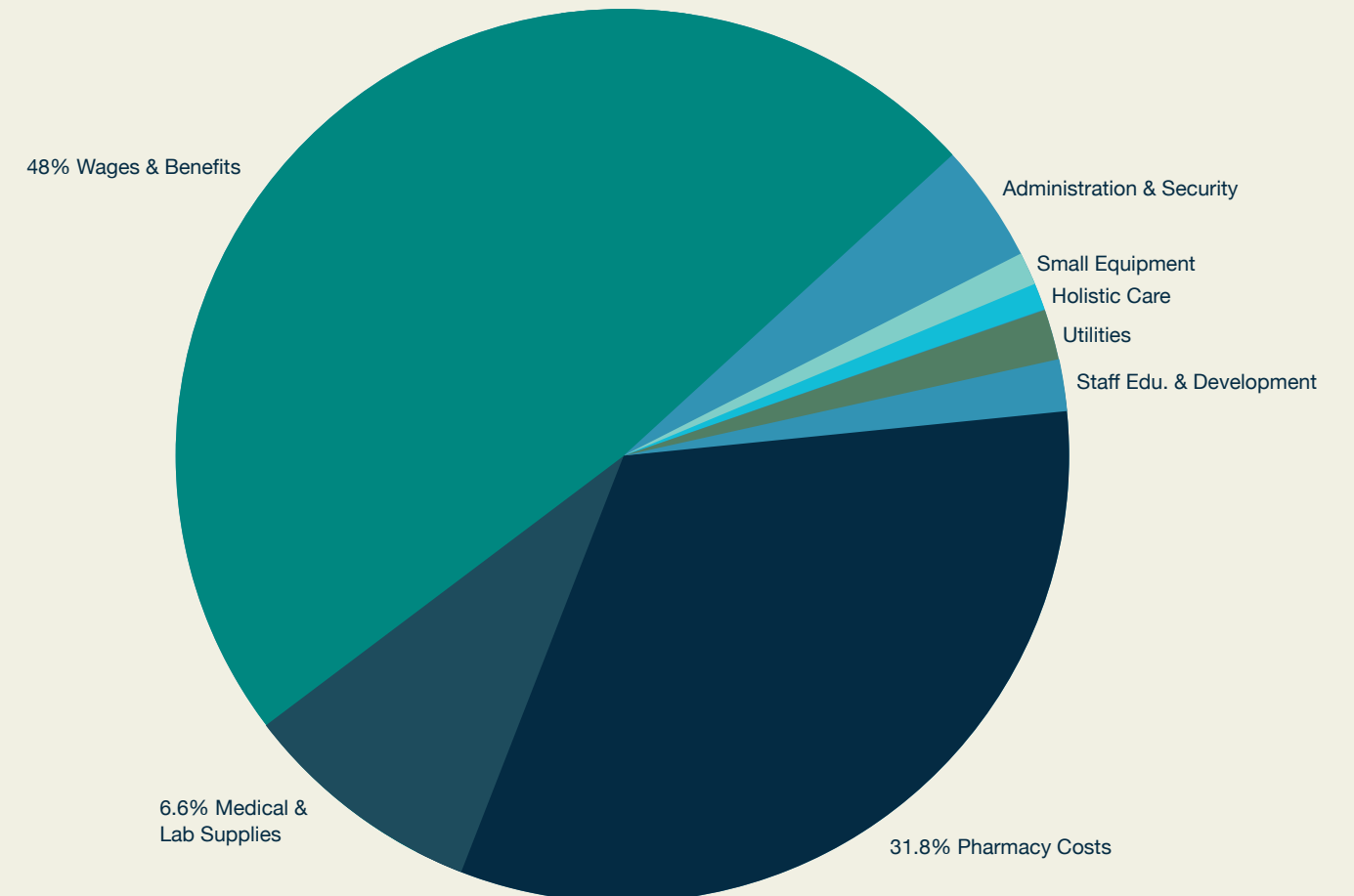
<b>Cambodian Staff</b>	<b>117</b>
<b>Total Patient Visits</b>	<b>21,364</b>
<b>Patients Per Day</b>	<b>82</b>

Note: The revenue and expenses above are MMCC's operational information. It does not include capital campaign donations or capital expenditures.

## Funding of Patient Care Expenses



## Patient Care Expenses by Category



# FIELD LEADERSHIP

## Senior Leadership

**Dr. Timothy Benadum**  
Executive Director

**Chad Leathermon**  
RN, Assistant Executive Director

**Dr. Alan Norman**  
Regional Outreach Centers Director

**Dr. Timothy Mulherin**  
Medical Director

**Dr. Andres Guglielmetti**  
Surgery Director

**Thearo Uk**  
Administration Director

**Phearin Son**  
Nursing Director

**Sochea Choch**  
Counseling Director

**Buphavatey Soeum**  
Attending Doctor

**Tong Tit Sokhom**  
Human Resources Director

**Sopheap Ou**  
Outreach Division Director

**Marjorie Benadum**  
International Development Director

**Scott Arter**  
Finance Advisor

**Dany Vann**  
Local Communications and Partnerships Director

## Operational Leadership

**Kosal Son**  
Property Manager

**Sreyneang Sen**  
Finance Operation Manager

**Daly Gnou**  
Finance Analytics Manager

**Soauchhorda Yann**  
Head Nurse

**Sen Son**  
Deputy Head Nurse

**Dr. David Chhun**  
Assistant Medical Director of Hospital Information System

**Dr. Parenha Sokha**  
Assistant Medical Director of Clinical Operations

**Dr. Chunseng Lim**  
Assistant Medical Director of Family Medicine Residency Program

**Dr. Kim Tavy**  
CML Program Director

**Dr. Ang Srey Nin**  
Women's Health Program Director

**Dr. Sokpanha Mey**  
Chief Resident

**Thou Kim**  
Pharmacy Director

**Kanhara Im**  
Laboratory Director



# U.S. HEADQUARTERS

Board of Trustees, Mercy  
Medical Center Cambodia Inc.  
501(c)(3)

**Robert Zimmerman**

**David Durell**

**Rosy Talarzyk**

**Torrey Williams Olmstead**

**Steve Toukan**

**Barbara King**

**Richard Watkins**

**Josh Keegan**

**Christopher Gordon**

## International Support Staff

**Christian Benadum**  
International Communications Director

**Julie Fishbaugh**  
Administration and Donor Services Director

U.S. Headquarters Volunteer  
Team Leaders Donor  
Relations and Development

**Anne Durell**

**Hannah O'Malley**

**Richard and Sharon Watkins**

Field Support and Prayer

**Bob and Ellen Zimmerman**

**Joe Schweitzer**

Awareness and Education

**Matt and Theresa Moon**





Mercy Medical Center Cambodia

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