



# MERCY MEDICAL CENTER CAMBODIA

Annual Report 2020



PREPAREDNESS

When I played football at Denison University years ago there was a poster on the wall of the locker room that read, “Luck is when preparation meets opportunity.” I believe the author meant that games are not won by chance but rather when players are well-prepared and take advantage of the unexpected. The staff of MMC has demonstrated this axiom in the year 2020. It was not by chance that our staff stepped up to handle the challenges of the 2020 pandemic, but rather it was many years of discipleship and training that prepared them to respond to the needs of the day. In a year of much ambiguity and challenge, our Cambodian leaders confidently assumed greater responsibility and made key decisions that helped facilitate the mission of MMC. At times it seemed things were changing every week, with new government restrictions and guidelines. In addition, some of the missionaries were shut out of the country for a time,

including me and my wife Marjie. Our Cambodian leaders were undeterred; the Good News continued to be **proclaimed**, healthcare proceeded to be **provided** to the poor and underserved, **preparation** of the staff became more focused, and increased collaboration occurred with our **partners**. The scripture that comes to mind is 1 Peter 1:13: “Therefore, prepare your minds for action, keep sober in spirit, set your hope completely on the grace to be brought to you at the revelation of Jesus Christ.” The best way to maintain preparedness is by keeping our focus firmly on the purposes of God, depending on His grace, and being led by the Holy Spirit. 2020 was a challenging year worldwide. We have prayed for all of you as well, that the God of Peace will guard your hearts and minds in Christ Jesus as the ambiguity continues (Philippians 4:6-7).

Tim Benadum, MD



1.  
**PROCLAIM**  
the message of Christ in word and deed

2.  
**PROVIDE**  
excellent healthcare for the poor

3.  
**PREPARE**  
national healthcare workers & mentor staff

4.  
**PARTNER**  
with like-minded workers & the Cambodian church

# IMPACT REPORT

## PALLIATIVE CARE

36 patients

## COUNSELING

837 patient visits

## EVANGELISM

510 professions of faith

## BIBLE STUDY

9 weekly Bible studies

## PRAYER

17 partner groups in 15 locations worldwide

## CHURCH PLANTING

4 new house churches

## DISCIPLESHIP

540 hours of discipleship by missionaries and leaders

## FAMILY MEDICINE RESIDENCY

12 resident doctors

## EYE CARE

2,282 patient visits  
and 467 glasses cut

## REFERRING PARTNER ORGANIZATIONS

36 mission partners

## REFERRING PARTNER NATIONAL CHURCHES

103 church partners

## OUTPATIENT CARE

17,755 visits

## INPATIENT CARE

958 night stays

## WOMEN'S HEALTH

192 government healthcare workers trained  
in cost-effective cervical cancer screening

# STRATEGIC DISTINCTIVES

## FACILITATIVE DEVELOPMENT

MMC is a facilitative development ministry, rooted in biblical truth. As discussed in Tom Steffen’s *The Facilitator Era*, MMC works to be a facilitative ministry that focuses on investing in the national staff to carry out the ministry. We also aim for a mission of development that grows the capacity of staff and patients over the long run, as opposed to temporary emergency interventions, as discussed in Bryant Myers’ *Walking With the Poor*.

## DISCIPLESHIP AND TRAINING

Every day of the week, small group Bible studies and one-on-one discipleship meetings are happening in every corner 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 MMC as we deliberately move towards a national-led ministry.

## BIBLICAL FOCUS

At MMC we recognize that true heart change only happens through the transforming power of Jesus Christ and the Holy Spirit in the lives of believers. This is why evangelism and discipleship are our main priority. 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.

## REFERRING PARTNER SYSTEM

The referring partner system is a key strategy in growing the Cambodian church. Every patient is sent by a local Cambodian church or Christian organization which has a clear agreement with MMC that they will remain active in the spiritual lives of the patients. These partners work closely with MMC to build the church in Cambodia through evangelism, discipleship, and church involvement.

## PRAYER

We also recognize that Satan is active and uses a false belief system to trap people in their poverty. However, we know that God has overcome Satan, that He works through His people, and that prayer is “powerful and effective” (James 5:16). We rely on prayer to drive the ministry and ask our partners to do the same.

## MISSION DRIVEN

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

## 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, not only through evangelism and teaching at MMC, but in their own church bodies.

# CORE VALUES

MMC’s ministry relies on hardworking and loving people living out the following 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 we proclaim His name

## Teamwork

because He gave us the body of Christ

## Excellence

because we shine His light

# PREPARED THROUGH TRAINING

The mission of MCC has always emphasized both the professional and spiritual training of not only the leadership but the entire staff of our organization because we believe it is the key to long-term and sustainable impact. This principle was demonstrated clearly last year, as the closing of Cambodia’s borders prevented several missionary leaders from returning to the country for a period of time. Along with the committed support of a small team of missionaries, the Cambodian leaders stepped up in every way. The fruit of years of discipleship, leadership, and skill-training was evident.



“Equipped with years of training, along with in-depth teaching on Covid-19 and contingency planning, our staff department leaders confidently and calmly faced the uncertainties of this year. And this gave our whole staff courage. I was amazed and very proud of them!”

Sovatdy Sanh, Hospital Administrator



### SPIRITUAL TRAINING

With 540 hours of discipleship and nine weekly bible studies, MMC staff continued growing in their faith and ability to apply biblical truth in their lives. Twenty-five staff leaders were equipped for more effective ministry as MMC hosted a two-day seminar on the importance of worldview transformation in evangelism. (See page 11 for details)

### INTERNATIONAL DIPLOMA FOR FAMILY MEDICINE DOCTORS

For the last eight years, a committed team at the Christian Medical College of Vellore in India has been developing the curriculum for the International Postgraduate Diploma of Family Medicine. This program was launched in 2020 and our national resident doctors-in-training now have the opportunity to study for this diploma, along with their clinical training at MMC. The full course is offered online, endorsed by the International Christian Medical and Dental Association and accredited by Loma Linda University in the United States.

MMC and CMC Vellore have partnered together since 2010 when we adopted their Family Medicine Curriculum, “Refer Less, Resolve More” for our residency training. Since the program began, MMC has trained 21 Christian doctors.

### HIGHER DEGREES FOR LEADERS

In 2020, Director of Counseling Sochea Choch completed a master’s degree from the Royal University of Phnom Penh and expanded the counseling department (see more on page 17). Phearin Sorn, Clinical Director, began his studies for an International Master’s of Nursing online through Loma Linda University. Phearin has a vision for MMC becoming a training center for Christian nurses, some who will remain on staff at MMC and others who will be launched throughout the country, taking the Gospel with them.



# STRENGTHENING THE CHURCH

Like a lush greenhouse, MMC is a conservatory of growth. Working together daily, sharing the good news in an atmosphere of compassion and healing, the staff face real-life opportunities to experience God: His strength, forgiveness, power, and love.



## DISCIPLESHIP

The 85-person staff of MMC represent 30 different churches. Although the number of hours spent on direct discipleship of staff decreased with factors related to Covid-19, the years of prior investment were put to the test as they learned to depend on God through difficult circumstances. When tourism and exports in Cambodia ceased and the family members of our staff lost work, their financial stress mounted. The lack of technological infrastructure left their children with few options to study when the schools closed. Like most churches in the world, these churches were unable to meet in person; during a time that we all needed community and support more than ever, they found creative ways to encourage one another by phone or meeting in very small groups.

## EVANGELISM

Despite the practical limitations imposed by a global pandemic and the personal suffering of our communities, God still spoke to those with an open heart. Miraculously, there were 510 people who professed faith in Christ at MMC in 2020, even more than during 2019. Through personal conversations, public sharing, and music, the Gospel message was proclaimed throughout MMC. Patients were covered in prayer as they heard the Good News that with Jesus we do not need to fear anything that life brings us. And in February, 5 of the MMC-planted churches enjoyed a lakeside celebration as 17 people made public confessions of faith and were baptized in the village of Tonle Bati, 25 kilometers south of MMC.

## SEMINAR ON WORLDVIEW TRANSFORMATION

False worldviews create soil full of rocky places when sowing the seed of the Gospel. Taught by an Asian-American missionary partner, 25 of the MMC staff were challenged to take a closer look at the importance of worldview transformation in the evangelistic process. A slower inquisitive approach helps the hearers to assess their own worldview and how it actually plays out so that when the Gospel is shared they are ready to understand and fully engage with the God above all gods, taking root in good soil.

## PLANTING CHURCHES

The ultimate purpose of all of MMC’s ministry is to share the Gospel and plant churches where believers will grow spiritually and personally. Through patients and their families and friends, the MMC Spiritual Impact Team was able to plant four new home groups in 2020.

## A MIRACULOUS EVENT

In Acts 1:8, Luke recounts the words of Jesus to his disciples: “you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth.” Based on this promise, a team of Cambodian workers trek to villages every month on what we call the Jerusalem Outreach. Doctors, members of the Spiritual Impact Team, pharmacists, nurses, and others work together to shine the light of Jesus in word and deed--through health screening and education along with sharing the Gospel message.

God began 2020 with a miraculous event during the Jerusalem Outreach in January. When the team gathered to pray around a teenage girl who had requested prayer, her mother who stood behind her began yelling out against Jesus. And the evil spirit in her cried out, “There are so many of you to fight me! Where will I go!? The team kept praying against the demon and gathered closer until the spirit surrendered, “Ok I’ll go, I’ll go!”.

We believe this demonstration of God’s power and love set a tone of courage among the staff for all that was yet to come in 2020.



# REACHING FAMILIES THROUGH WOMEN’S HEALTH

In previous years the Women’s Health Program included larger monthly events at MMC. We provided our referring partners with materials for educating women on various topics related to Women’s Health, including the importance of screening for cervical cancer. Then each month they would send women, sometimes by the bus load, to MMC where they were screened, heard the Gospel, and enjoyed the hospitality and care of the entire staff. Covid restrictions brought a halt to this style of event. Our Women’s Health Coordinator, Nurse Chhorda Im and Women’s Health Fellow, Dr. Reaksmey Heang adapted to the circumstances and got to work planning for effective alternative ministry with a focus on training other healthcare workers. In 2020 we were able to train 192 government doctors and midwives in cervical cancer screening.



“Our vision is to create opportunities for unreached women to meet Christ through healthcare. Previously there was no cervical cancer screening in Cambodia, but now through the MMC Women’s Health Program there are many government health centers able to screen as well as treat it. I see that many women now have hope. This also builds good relationships in the community. I have been encouraged by all I am learning about leadership as we organize the events, and I am motivated when I think of the impact we are having throughout my country. Seeing different types of women who come to our outreach encourages me to share God’s love and compassion with my people. I thank God for this great opportunity to serve the Lord together.”

Dr. Reaksmey Heang, Women’s Health Fellow

“When I took my daughters to the U.S. to start college, the border of Cambodia closed and we were gone longer than expected. It was a gift to me, watching the team wholeheartedly pursue ongoing ministry from afar. They were creative and flexible in their approach to outreaches during the peak of Covid-19, working with many referring partners to continue providing care for women in smaller groups. They kept in touch with the government program and NGOs to continue education. I am proud of their dedication. Most of all, the compassion and love they give to women opens doors to the love of Christ and the Gospel.

Dr. Judy Norman, Women’s Health Program Director



# SIGHT FOR THE BLIND

In the six years since the MMC Eye Center began, we have built a steadily improving reputation for excellence in eye care, both locally and with our patient population in all 25 provinces. Before we were able to offer eye care, many of our patients lived with very poor eyesight or debilitating eye diseases which rendered them unable to work. We were concerned that patients’ fears surrounding Covid-19 would prevent them from traveling to MMC to receive treatment. After an initial decrease in patients in March and April, we began to see greater numbers and in 2020 we were able to give sight-saving care to over 2,200 patients, perform 125 surgeries, and cut 467 pairs of glasses.

In December of 2020, the new MMC Eye Center was opened. Designed to help with sustainability, the new center will serve both our poor referral patient population as well as people in our local community.

## SEEING AND BELIEVING

At MMC we work with referring partners who are sharing the Gospel in every province of Cambodia. One of them sent us this beautiful story about the intersection of Bible translators, church planters, and the “word and deed” ministry of MMC.

Chanda is a young man who belongs to the Bunong people, a tribal group in remote northeast Cambodia. He met the Lord through a Christian dorm ministry when he moved to the city to attend university. For years he was the only believer in his family. During one visit to his home village, Chanda prayed in his

home, welcoming the Holy Spirit and breaking the curses of the mountain gods. He then began playing the guitar and worshipping Jesus. As he sang, the high shelf holding the family idol crashed to the floor, and the idol shattered. His father, Yong, rushed in saying, “My son, what have you done? Now I will not believe in anything. Not in the mountain gods, and not in your God!”

Soon after, Yong’s vision began to deteriorate. . He had lost sight in one eye due to trauma he experienced decades earlier and now his remaining eye was becoming cloudy. Chanda had heard about the MMC Eye Center. He made arrangements for his father to make the day-long trip by bus to MMC, where he underwent successful cataract surgery.

After returning home with restored vision, Yong was able to read the beautiful words of the Gospel in his own language for the first time, in the recently translated Bunong New Testament. Yong has become a follower of Christ, and now freely shares his story with other villagers: “I received my sight back, and then I could read God’s words for myself, and now I believe Jesus.”





# HEALING BODY, MIND, AND SPIRIT



## PALLIATIVE CARE

The Palliative Care team represents staff from nursing, medicine, pharmacy, counseling, and the Spiritual Impact Team. Knowing that their ministry is fully dependent on God’s mercy, they are often seen engaged in fervent prayer. In 2020, 36 patients were compassionately cared for in our two-bed unit. Many of these patients and some of their family members came to Christ during their care.

## COUNSELING

In 2020, Head Counselor Sochea Choch completed a master’s degree in Counseling from the Royal University of Phnom Penh. He now looks forward to expanding the Counseling Department of MMC, with a dream of equipping church workers and leaders to care for the emotional needs of their people and to know when to refer them for professional help. Due to loss of income and fears surrounding the pandemic, the stress levels among our patients increased and so did the demand for counseling. We were able to expand the department to three full-time counselors, providing space on the upper-floor of the new eye care building.

## NO PLAN B

Dr. Inge sat on her parked bicycle, removed her helmet, brushed sweaty hair from her face and sighed, “Lord, there is no plan B.” Normally she and her Palliative Care team would have a plan with several options for each of their terminally ill patients. It always includes prayer, counseling, and sharing the good news of a peaceful, joyful afterlife with their creator. And it includes comfort care as needed. Mr. Vuen,

however, would continue to suffer physically because he could no longer swallow and there was no IV morphine in all of Cambodia. Only one organization has permission from the government to import the morphine, and Dr. Inge had just received the news that they were out of it. Although there were no more medical options for Mr. Vuen, God was plowing a path in his heart spiritually. The Palliative Care and Spiritual Impact teams of MMC were able to share

the good news with Mr. Vuen and he received Christ’s forgiveness. In spite of his pain, he understood that the Gospel is the truth. Before losing consciousness, he gathered his children and grandchildren together and told them, “Jesus is the only God.” Mr. Vuen has a new body in heaven now, and his children are asking questions about this God named Jesus who gave their father ultimate peace and a new life.



## THE SKELETAL SYSTEM OF MMC

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Imagine that our Spiritual Impact Team represents the heart and circulatory system of the mission, imparting life-changing truth to our patients. And imagine our doctors as the respiratory system, breathing life into physical bodies and our nurses as the muscular system, helping the patients to regain their strength. Who then represents the skeleton, providing the structure to keep the mission standing?

This year we'd like to celebrate the staff who support the spiritual and medical ministry of MMC. In 2020 our three pharmacists safely dispensed 66,778 prescriptions, along with an attitude of joy. The six Laboratory staff ran over 72,000 lab tests which were crucial in finding correct diagnoses and treatment plans. The Registration and Finance teams processed paperwork for over 18,000 patient visits and stays. The cleaning, groundskeeping, and maintenance staff kept the busy facilities functioning under sanitary and efficient conditions. And the six-member Administration Team managed the logistical oversight of the entire ministry.





# STRENGTHENING PARTNERSHIP

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## INTERNATIONAL PARTNERS

Over 10 years ago, we made a deliberate decision to build relationship-based, mission-focused partnerships. In 2020, our partners continued to demonstrate their commitment as they faithfully sent financial gifts and requested frequent updates on how to pray effectively for the ministry.

In January and February, braving early reports of the pandemic, a few partners and board members from the U.S., Hong Kong, and India visited and encouraged the staff, exchanging knowledge, stories, and prayer. When the borders closed, these visits served as a reminder of the solidarity we have in the world-wide body of Christ.

## REFERRING PARTNERS

Although circumstances changed, our partner churches and organizations in all 25 provinces continued to send patients our way. And we also found new ways of connecting ministry with small clinics and training.



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## DEVELOPING LEADERS THROUGH PARTNERSHIP

Sopia never expected to study beyond eighth grade. She grew up in a remote village of Preah Vihear Province in northern Cambodia with no access to a high school. She then heard about a dormitory for girls in the provincial capital that was run by Christian missionaries.

She was accepted into the program and was able to complete her education through twelfth grade. As a referring partner of MMC and after watching Sopia grow and learn for four years, they were able to confidently recommend her for a job at MMC. Sopia was trained as a Sterilization Technician at MMC and now lives in the dorm where she continues to grow in her faith. Passionate about reaching her people with

the Good News, she has teamed up with several of the MMC dorm staff who spend their weekends planting and nurturing house-churches nearby.

# KEY FINANCIALS

All figures are in US dollars

## REVENUE

Donations	\$ 263,834
Referring Partners	\$ 121,348
Patient Fees	\$ 610,129
Other Income	\$ 13,468
<b>Total General Revenue</b>	<b>\$ 1,008,779</b>
Grants & Donations Special Funds	\$ 321,982
<b>Total Revenue</b>	<b>\$ 1,330,761</b>

## EXPENSES

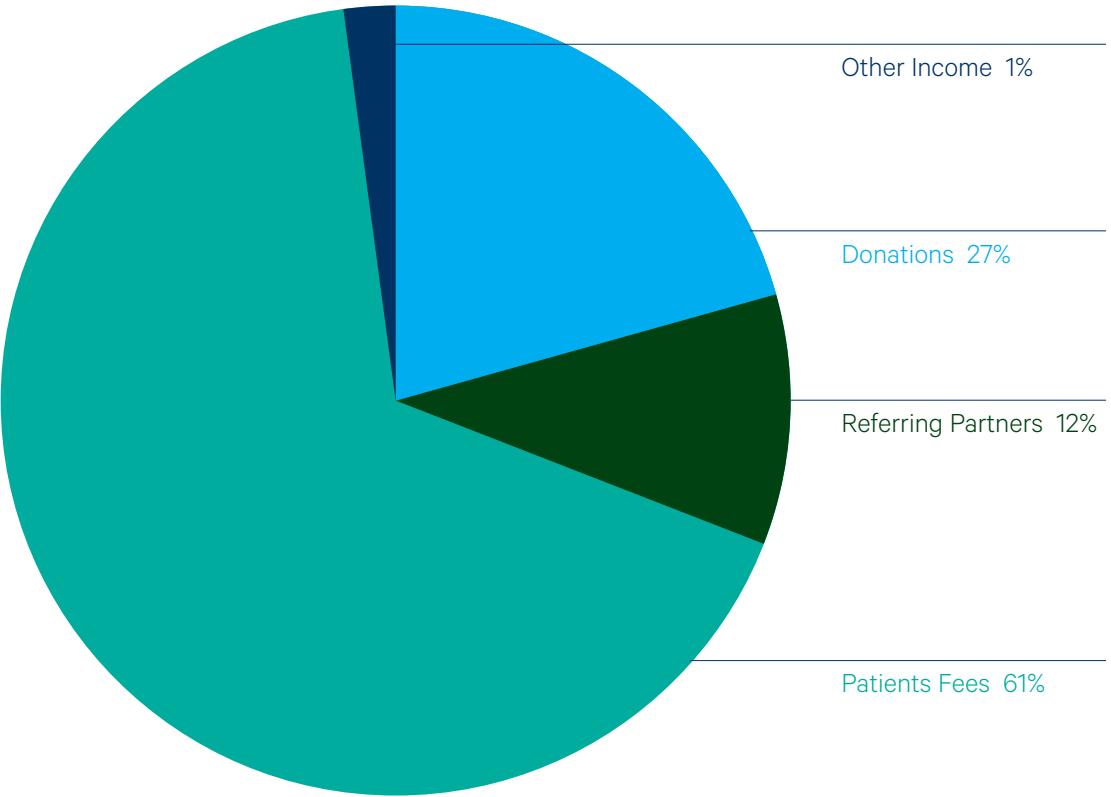
Wages & Benefits*	\$ 433,054
Pharmacy Costs	\$ 330,354
Medical & Surgical Supplies	\$ 99,243
Administration & Security	\$ 57,980
Furniture and Equipment	\$ 8,017
Utilities (electric, water, etc.)	\$ 35,758
Staff Education & Development	\$ 11,734
Holistic Care - Community Health	\$ 18,903
<b>Total Expenses for Patient Care</b>	<b>\$ 995,042</b>
Eye Care Fund	\$ 25,081
Surgical Eye Fund	\$ 1,720
Surgical Fund	\$ 2,296
Pediatric Special Needs Fund	\$ 1,092
Special Needs Fund	\$ 4,210
Site Development	\$ 51,814
Outreach Special Project Fund	\$ 2,517
Women Health Fund	\$ 75,153
Staff Children's Education Fund	\$ 5,000
New Building Fund	\$ 169,391
<b>Total Special Fund Expenses</b>	<b>\$ 333,775</b>
<b>Total Expenses for 2020</b>	<b>\$ 1,328,816</b>

<b>Excess (of revenues over expenses)</b>	<b>\$1,945</b>
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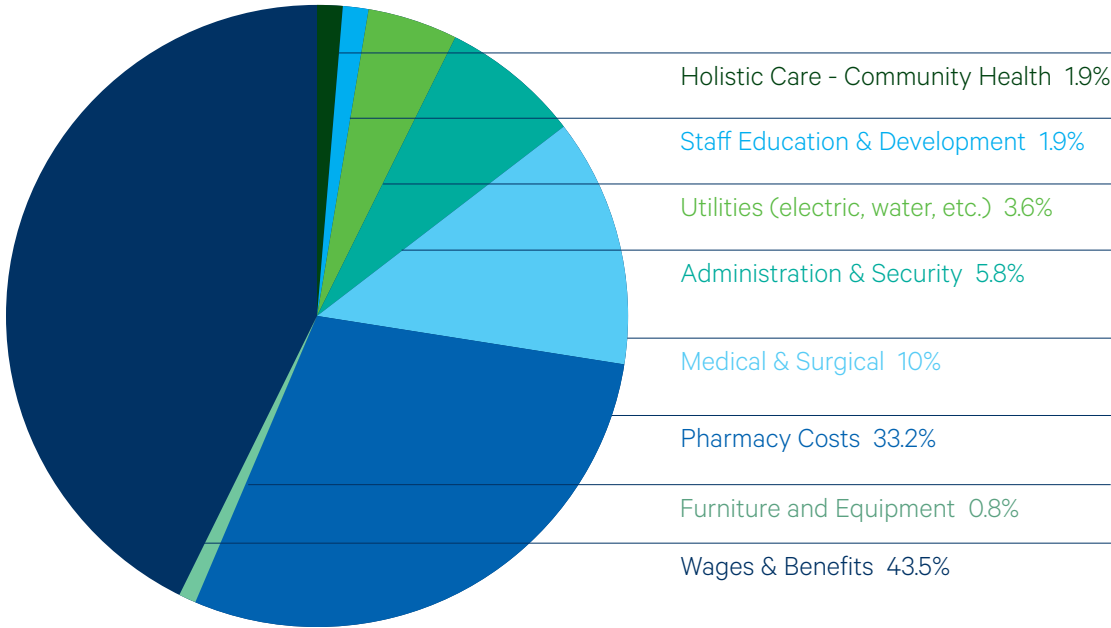
<b>Cambodian Staff</b>	<b>85</b>
<b>Total Patient Visits</b>	<b>17,755</b> 4% increase
<b>Patients (per day)</b>	<b>80</b>

\*The expatriate missionary staff of MMC are not paid through MMC. They each raise their own support.

## FUNDING OF PATIENT CARE EXPENSES



## EXPENSES FOR PATIENT CARE





BOARD OF DIRECTORS

Timothy Benadum

MD, Executive Director, Mercy Medical Center, Cambodia

Patrick Hartsfield

Asia Area Director, World Team, Cambodia

Marc Hall

Director, Resource Development International

Chap Modich

MD, Owner, Mercy Clinic (private), Phnom Penh, Cambodia

Dave Glover

Missions Pastor, Dwell Community Church, Columbus, Ohio

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Executive Pastor, New Life Fellowship, Phnom Penh, Cambodia

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