



**French Medical Institute for  
Mothers and Children**



**ANNUAL REPORT 2023**



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# 2023 at a Glance

13,758

ADMISSIONS

222,200

CLINIC VISITS

830

BABIES DELIVERED

110,593

RADIOLOGY PROCEDURES

658,043

LABORATORY TESTS



6,230

SURGERIES

6,476

TELE-HEALTH SERVICES

57,371

PATIENT WELFARE  
RECIPIENTS (INCLUDING  
9,967 INPATIENTS)

US\$5.5

MILLION  
PATIENT WELFARE  
DISBURSED



# Leading the Way in Afghanistan

FMIC has been the first hospital in Afghanistan to perform numerous surgical procedures, train specialists in multiple medical specialties and record a variety of other achievements.

1st to perform open-heart surgery (2006)

1st Afghan cardiac surgeons to perform closed-heart surgery (2008)

1st Afghan cardiac surgeons to perform open-heart surgery (2010)

1st to conduct residency training in anaesthesiology, cardiology, pathology and radiology (2013)

1st successful oesophageal atresia repair (2006)

1st hospital awarded ISO 9001:2008 certification (2009)

1st annual international scientific conference and quality convention organized at FMIC (2011)

1st minimally invasive thoracoscopic repair of a congenital diaphragmatic hernia (2018)

1st state-of-the-art neonatal intensive care unit (2016)

1st 128-slice CT scanner (2013)

1st to conduct residency training in cardiovascular surgery (2019)

1st successful surgical closure of patent ductus arteriosus, a heart condition, on a baby weighing less than 1 kg (2.2 lbs) (2017)

1st to successfully separate conjoined twins (2015)

1st total hip joint replacement surgery (2019)

1st total knee joint replacement (2020)

1st to receive Excellence Award for Health Services in Crisis from the International Hospital Federation (2021)

1st to receive Level 5 SafeCare certification (2022)

1st nerve transfer in the upper extremity (2020)

1st to conduct balloon atrial septostomy (2021)

1st to conduct electrophysiology and catheter ablation (2023)





# Chairman’s Message

I am immensely proud to announce that the French Medical Institute for Mothers and Children (FMIC) has reached a significant milestone—serving over 2 million patients. This achievement is a testament to the dedication and expertise of our medical professionals, the resilience of the people of Afghanistan, and the generous support of our partners.

Since its inception, FMIC has always aimed to be more than just a health care facility. It has evolved into a beacon of hope and a symbol of excellence for Afghanistan and the region. The journey to this milestone was not easy. Numerous challenges had to be overcome. Yet FMIC has continued to grow, innovate and expand its services, ensuring that it meets the health care needs of every patient who walks through its doors—whether for a routine checkup or a complex surgery.

The 2 million mark is not just a number—it reflects our commitment to equitable and accessible health care. It represents all those patients whose lives have been saved and all those families that have found comfort in knowing that they have a trusted partner in health.

Our achievements would not have been possible without the unwavering support of our Board members, partners, and, most importantly, our incredible team at FMIC. Together, we are not just serving patients, we are shaping the future of health care in the region. We look forward to continuing this journey, setting new standards, and reaching even greater milestones in the years to come.

Thank you for believing in our mission and standing with us as we transform lives, one patient at a time.



**Najmuddin Najm**  
*Chairman, FMIC Board*



# CEO’s Message

In 2023, we welcomed Dr. Najmuddin Najm as the Chairman of FMIC. Dr. Najm also serves as the AKDN Coordinator in Afghanistan and CEO of the Aga Khan Foundation Afghanistan. With his visionary leadership and extensive experience in development, we anticipate FMIC will continue to address a growing number of emerging challenges and opportunities.

FMIC continued to serve as a beacon of hope in Afghanistan in 2023, with nearly 14,000 admissions, more than 220,000 clinic visits, and 830 newborns welcomed. Our radiology and laboratory services performed over 769,000 procedures and tests, and we carried out more than 6,000 surgeries. The number of admissions, clinic visits, radiology procedures, laboratory tests and surgeries all reached all-time highs. Through our Patient Welfare Programme, we provided \$5.5 million in support, ensuring access to quality health care for 57,000 lower-income patients. Both figures are new records.

We also advanced our telemedicine programme, enabling thousands of consultations and expanding our reach to remote areas. Our environmental

sustainability efforts included planting over 2,000 trees and enhancing waste water treatment.

Our commitment to our staff was reflected in the expansion of daycare services, the launch of new English courses, and the recognition of long-serving members. We also invested in the future of Afghan health care through our Postgraduate Medical Education programme and other capacity-building initiatives.

Key milestones included the first electrophysiology and catheter ablation procedure in Afghanistan, reinforcing FMIC’s leadership in the country. Our annual scientific conference highlighted our ongoing dedication to health care research and quality.

We are grateful to our partners, supporters, and the communities we serve for doing so much to bolster our efforts to build a healthier, brighter future for Afghanistan.



**Aziz Jan**  
*Chief Executive Officer, FMIC*



# Highlights

## Sustaining Our Environment

FMIC remains steadfast in its dedication to environmental sustainability. Recently, as part of its Community Engagement Programme (CEP), FMIC planted over 2,000 trees in the neighboring community, marking the seventh year of this initiative. The event saw active participation from FMIC’s senior management, local officials, and over 60 community members.

In addition to tree planting, FMIC has implemented a waste water treatment plant with a current capacity of 15 cubic meters per day, soon to be expanded to 40 cubic meters by 2024. A drip irrigation system covering 5,900 feet has also been installed to optimize water usage.

These efforts underline FMIC’s long-term commitment to a greener, more sustainable future.

## Enhanced Daycare for Staff

Since 2017, FMIC has been providing daycare services for staff with children between 3 months and 4 years old. As the number of children increased, the original facility, with a capacity of 25, became insufficient. In response to growing demand, a new daycare center with room to accommodate 45 children was constructed, ensuring that FMIC continues to support its staff by offering high-quality childcare.

## Staff Appreciation

In a joyful celebration, FMIC held a staff appreciation ceremony to honor team members with 5 to 17 years of dedicated service. The event also highlighted those who played a crucial role in enabling FMIC to achieve SafeCare certification. The ceremony featured video presentations that showcased FMIC's transformative journey and its remarkable milestones. Mr. Aziz Ahmad Jan delivered the closing remarks, expressing sincere gratitude to everyone who contributed to the event’s success. The staff appreciation ceremony and a gala dinner underscored FMIC's deep commitment to its staff, its mission, and the future of Afghanistan.

## Advancing Skills

In October 2023, FMIC launched its third batch of online English classes, welcoming 80 staff members eager to enhance their language skills. Building on the success of the first two batches, which were attended by 94 staff members, this programme continues to empower FMIC’s workforce with essential communication skills.





# Our Patients

Patients from all provinces of Afghanistan, often with complex medical conditions and from disadvantaged economic backgrounds, seek treatment at FMIC. For many of them, FMIC is their last hope for receiving high-quality health care. In 2023, we treated numerous patients who had already sought medical attention at other hospitals within Afghanistan and neighbouring countries, but ultimately found success and relief at FMIC. These are a few of their stories.



## Lailima's Journey to Recovery

Lailima, a 50-year-old woman from Mazar-e Sharif, faced severe palpitations and abnormal heart rate spikes of up to 300 beats per minute, causing chest pain, breathlessness, and difficulty with speech and movement. After visiting numerous hospitals in Balkh and Kabul and being advised to seek treatment abroad, she was referred to FMIC. She underwent an electrophysiology and catheter ablation procedure, the first of its kind in Afghanistan, with full financial support provided.

## A Mother Saved

Samargul, a 25-year-old mother with severe preeclampsia, faced delays in care due to financial constraints. Despite initial recommendations for an emergency C-section, her family's financial issues led to inadequate treatment at a government hospital. By the time she reached FMIC, it was too late to save her baby—but not too late to save her life. The UK Government's Foreign, Commonwealth and Development Office (FCDO) funded Samargul's treatment.



## Relief for Sohaila

26-year-old Sohaila from Kabul faced a challenging battle with a breast mass for three years. She was initially unable to afford surgery due to her father's low wages. However, thanks to the support of FCDO and FMIC's patient welfare programme, Sohaila received successful surgery and support. Grateful for the care and financial help, she was joyfully reunited with her family and expressed deep thanks to Dr. Mujib Sakhi and his team.

## Free Life-saving Surgery

Feroza, a 34-year-old woman from Kabul, struggled with a breast mass for over four years but lacked funds for necessary tests and surgery. Her husband, a daily wage laborer, couldn't afford the Afs 30,000 required for an operation. Eventually, she learned about the possibility of receiving treatment at no cost at FMIC. Her surgery was funded by FCDO.

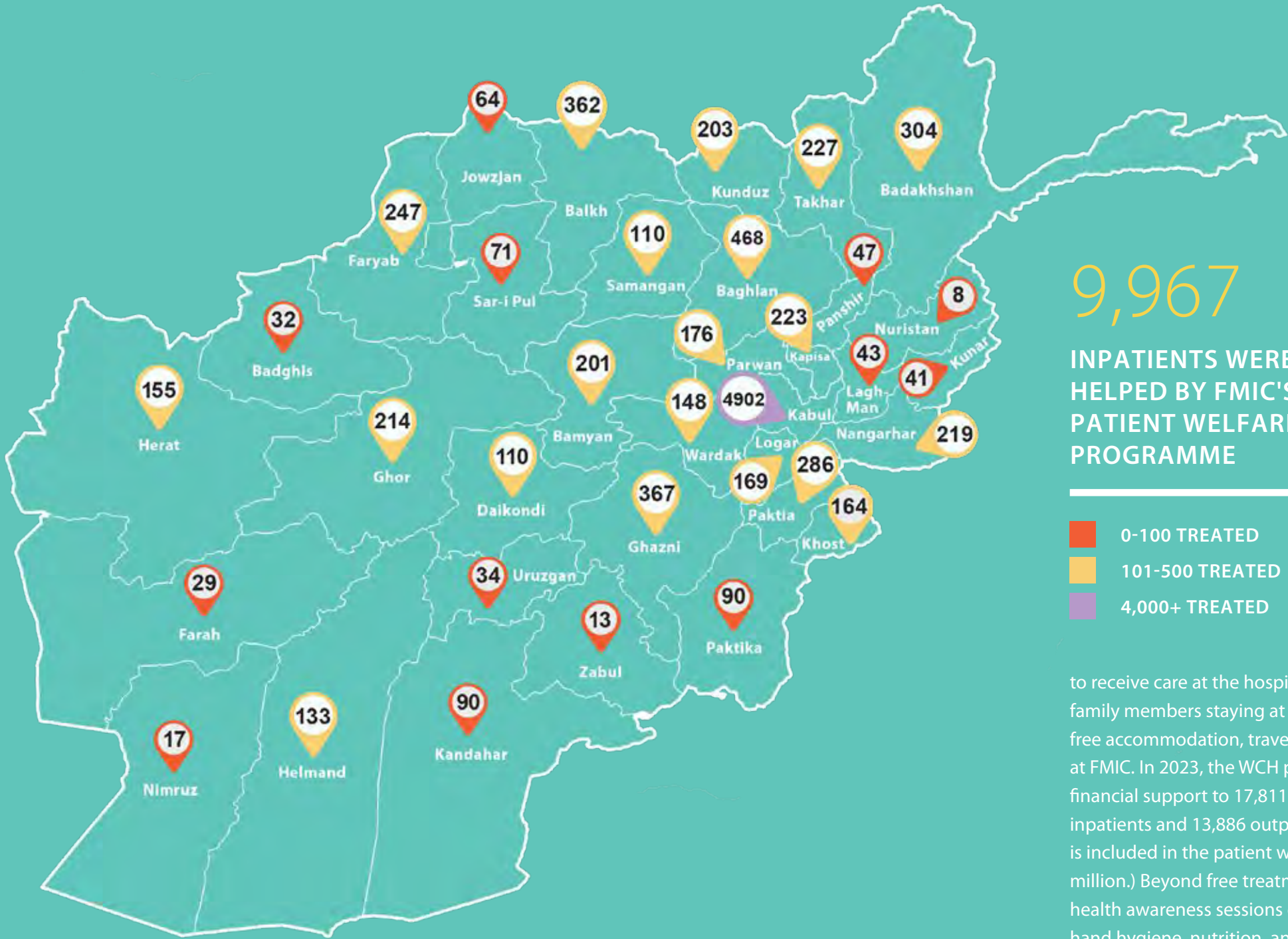


# Serving the Disadvantaged

FMIC is committed to ensuring that low-income patients can access its health care services. The Patient Welfare Programme covers some or all of the costs for those who cannot afford their medication and treatment.

In 2023, FMIC provided \$5.5 million in patient welfare support to 57,371 patients, including 9,967 inpatients, from across Afghanistan. This marks a significant increase in the number of both inpatient and outpatient welfare recipients, and the amount of funding provided, compared to 2022. In dollar terms, the amount of welfare provided in 2023 is nearly double the amount provided five years ago.

La Chaîne de l’Espoir (Chain of Hope) manages the Women’s and Children’s House (WCH) at FMIC. With 40 beds, the WCH offers accommodations for low-income patients traveling from outside Kabul



to receive care at the hospital. Patients and their family members staying at the WCH benefit from free accommodation, travel, and comprehensive care at FMIC. In 2023, the WCH provided \$2.9 million in financial support to 17,811 patients, including 3,925 inpatients and 13,886 outpatients. (This support is included in the patient welfare total of \$5.5 million.) Beyond free treatment, the WCH also offers health awareness sessions covering topics such as hand hygiene, nutrition, and gynecological health. Potential beneficiaries of the WCH are identified by various organizations, including the Ministry of Public Health, the International Committee of the Red Cross, the Afghan Red Crescent Society, Médecins Sans Frontières, Terre des Hommes, local hospitals, and Community Councils.



# Telemedicine



Access to quality health care remains a challenge for many patients across Afghanistan due to a shortage of medical staff, security issues, and inadequate infrastructure. Since 2007, FMIC's eHealth and telemedicine programme has been offering online consultations and training to several provincial hospitals, including those in Bamyan, Faizabad, Kandahar, Baharak (Badakhshan Province), and Khorog (Tajikistan).

FMIC is also linked with specialists from Aga Khan University Hospital in Karachi, Necker Hospital in Paris, La Chaîne de l'Espoir (CDE), and other European institutions. These specialists provide teleconsultations and review MRIs, CT scans, and mammograms sent by FMIC.

In 2023, FMIC's telemedicine programme facilitated 6,476 tele-health services: 2,525 teleconsultations,

1,334 tele-radiology services, and 2,617 tele-pathology services, including 3 teleconsultations and 246 tele-radiology cases with AKU and 71 with CDE. The eHealth programme is crucial for patients in remote areas, saving them time and travel expenses. Its importance was particularly evident during the COVID-19 pandemic in 2020, with Bamyan and Faizabad Provincial Hospitals receiving 1,718 and 1,723 teleconsultations, respectively.

Additionally, in 2023, FMIC conducted 36 eLearning sessions and 26 Continuing Medical Education (CME) programmes, benefiting 1,912 participants from Baharak District Hospital, Mirwais Regional Hospital in Kandahar, Panjab District Hospital, Waras District Hospital in Bamyan, and small district hospitals (community health centre pluses, or CHC+'s) in Bashor, Ishkashim, Nusai, and Kahmard.



# Building Capacity

FMIC enhances its workforce capacity through various initiatives, including postgraduate education, continuing medical education, in-house training, medical missions, annual conferences, and online learning.

The Postgraduate Medical Education (PGME) programme, launched in 2012 with Aga Khan University and Afghanistan's Ministry of Public Health, trains doctors in nine specialties (anaesthesiology, orthopaedics, paediatric medicine, paediatric surgery, pathology, radiology, obstetrics and gynaecology, cardiology and cardiovascular surgery). Three of these programmes are unique in Afghanistan: cardiology, cardiac surgery and radiology.

The PGME programme combines theoretical, practical, and research training. Residents undergo rotations at the Aga Khan University Hospital in Karachi and other hospitals in Kabul, and complete a research project. In April 2023, four doctors graduated, in cardiac surgery, radiology, pathology, and anaesthesia. As of late 2024, 81 individuals have graduated from the PGME programme.

As of 2023, there were 47 residents, including 17 women, in training across nine disciplines. The PGME programme also offers scientific seminars and workshops, including in evidence-based medicine, to residents and external doctors.





# Towards Quality

## Scientific Conference and Quality Convention

On November 16, 2023, the French Medical Institute for Mothers and Children (FMIC) successfully hosted its 13th Annual International Scientific Conference and Quality Convention. The hybrid event, themed "Innovations in Health Care: Accessibility, Quality, and Research," drew over 350 delegates, including researchers, doctors, nurses, and other health care professionals. Government officials, diplomats, international development agencies, media, and civil society also attended.

The conference featured 35 oral presentations and several poster sessions, with participants joining both in-person at the FMIC auditorium and virtually from locations such as Pakistan, Badakhshan, and Bamyan.

## Continuing Medical Education (CME)

FMIC views education as the foundation of a sustainable and effective health care system. To support this, the hospital offers a range of Continuing Medical Education (CME) opportunities for medical professionals. In 2023, FMIC conducted 13 CME sessions, including a research seminar, for 414 health care practitioners. These sessions addressed various topics across fields such as surgery, internal medicine, cardiology, and gynecology.

## Community Engagement Programme

FMIC has fostered strong relationships with surrounding communities. In 2023, despite challenges, the hospital conducted 23 health

awareness sessions for 3,773 community members in different neighboring locations. Topics were selected in consultation with community representatives and covered areas such as pneumonia, women's health, breastfeeding, stress management, nutrition, effective family communication, anemia in females, antenatal care, and vision and dental health.

## Customer Satisfaction Survey

As part of our quality assurance and customer care efforts, FMIC regularly surveys patients who have utilized our services. In 2023, we gathered feedback from 2,400 patients across inpatient, outpatient, pharmacy, and diagnostic services.

The analysis revealed that 88% of patients were satisfied, indicating "strongly agree" or "agree" that they are satisfied with the services the hospital provides. However, 12% expressed dissatisfaction, providing the hospital with valuable information that it can use to improve service quality and enhance satisfaction. Our goal is to achieve a satisfaction rate of at least 90%.

## HR Updates

In 2023, FMIC's workforce comprised a total of 995 staff members, with 739 men and 256 women, meaning that women are 26% of the workforce. It is worth noting that in 2018, the percentage of female staff was 27%, a figure that FMIC has successfully maintained despite challenges like high turnover and brain drain, thanks to the dedicated efforts of its management. Ninety-nine percent of our staff members are Afghan nationals, and half of our team is under 35 years of age.

The distribution of years of service among our employees is as follows: 31% have been with us for



over 10 years, 33% have served between five and 10 years, 11% for three to five years, 8% for two to three years, and 17% for one to two years.

In 2023, 28 staff members (19 men and nine women) migrated to different countries. Since 2021, a total of 185 staff members (106 men and 79 women) have migrated.

Our staff turnover rate in 2023 was 6.76%, a significant improvement from 13.36% in 2022. Additionally, employee satisfaction saw a notable increase, rising to 83% in 2023.

## Staff Training

FMIC is dedicated to enhancing staff skills and knowledge. In 2023, we organized 2,059 in-house training sessions covering nursing, medical services, quality, patient safety, and HR. Additionally, six employees were sent to the Serena Hotel, 16 traveled

to Pakistan (including to the Aga Khan University), and one went to Turkey for training and meetings.

We provided on-the-job training to 7,757 health care providers across Afghanistan, with attachments in the medical, nursing, laboratory, and radiology departments. This initiative, funded by Agence Française de Développement, involved contributions from various organizations and institutions, including the Ministry of Public Health and Kabul University of Medical Sciences. It also included e-health sessions.

## Medical Missions

Each year, health professionals organized by La Chaîne de l'Espoir and the Aga Khan University visit FMIC to provide care and share their expertise. In 2023, 14 specialists in gynecology, anesthesiology, cardiac surgery, orthopedics, pediatric medicine, nursing, and biomedical engineering contributed their skills and knowledge to FMIC.



# Our Partners and Supporters



FMIC is a unique partnership that demonstrates how government and civil society organisations can collaborate to bring high-quality health services to developing countries.

Each of FMIC's four founding partners—the Governments of France and Afghanistan, the Aga Khan University (an Agency of the Aga Khan Development Network) and La Chaîne de l'Espoir – continues to play an active role in the support and development of FMIC. In addition, support by bilateral donors continues to enable the sustainability of FMIC's programmes and the provision of quality health care services for the people of Afghanistan.

FMIC receives funds for its Patient Welfare Programme from the French government through Agence Francaise de Development (AFD), La Chaîne de L'Espoir, His Highness the Aga Khan and individual donors; for capacity building programmes from AFD and Global Affairs Canada (GAC); and for the PGME programme from AFD and GAC.

To date, Afs 7.918 billion (US\$ 127 million) has been received from FMIC's founding partners and other donors in support of the hospital's programmes.



# Envisioning Our Future

Our aim is to increase our impact on Afghanistan's health care system and extend the availability of health care services to a broader range of patients.

In the coming years, FMIC intends to expand from a 176-bed medical facility to a 550-bed teaching hospital that offers a comprehensive range of general and specialized services, trains new health care providers and supports a significant research programme. We are currently in the process of designing the new medical complex, which will include research facilities, enable residency training in new fields and include advanced diagnostic services and medical care in fields including surgery, cardiology, gastroenterology, internal medicine, neurosciences, oncology, orthopaedics and renal diseases. As a first step toward the creation of the larger teaching hospital, we aim to complete the design of a 50-bed facility in the near future, subject to availability of resources and the overall situation in Afghanistan.





# By the Numbers

	2006-20	2021	2022	2023	Total
Admissions	81,005	10,312	12,735	13,758	117,810
Clinic Visits	1,478,758	153,054	176,106	222,200	2,030,118
Births	4,254	966	776	830	6,826
Radiology Procedures	819,387	76,211	90,102	110,593	1,096,293
Laboratory Tests	4,581,003	453,321	528,280	658,043	6,220,647
Surgeries (All)	38,581	4,047	5,426	6,230	54,284







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Mothers and Children  
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[www.fmic.org.af](http://www.fmic.org.af)



THE AGA KHAN UNIVERSITY



La chaîne  
de l'espoir



MINISTÈRE  
DE L'EUROPE  
ET DES AFFAIRES  
ÉTRANGÈRES

*Dialogue  
d'opinion  
d'avenir*