



**French Medical Institute for
Mothers and Children**



ANNUAL REPORT 2024



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Image credits:
Ali Hassani,
Roman Nabizada,
Zhala Hayeri

2024 at a Glance

13,421

ADMISSIONS

222,865

CLINIC VISITS

783

BABIES DELIVERED

112,372

RADIOLOGY PROCEDURES

676,381

LABORATORY TESTS



5,790

SURGERIES

8,928

TELE-HEALTH SERVICES

61,609

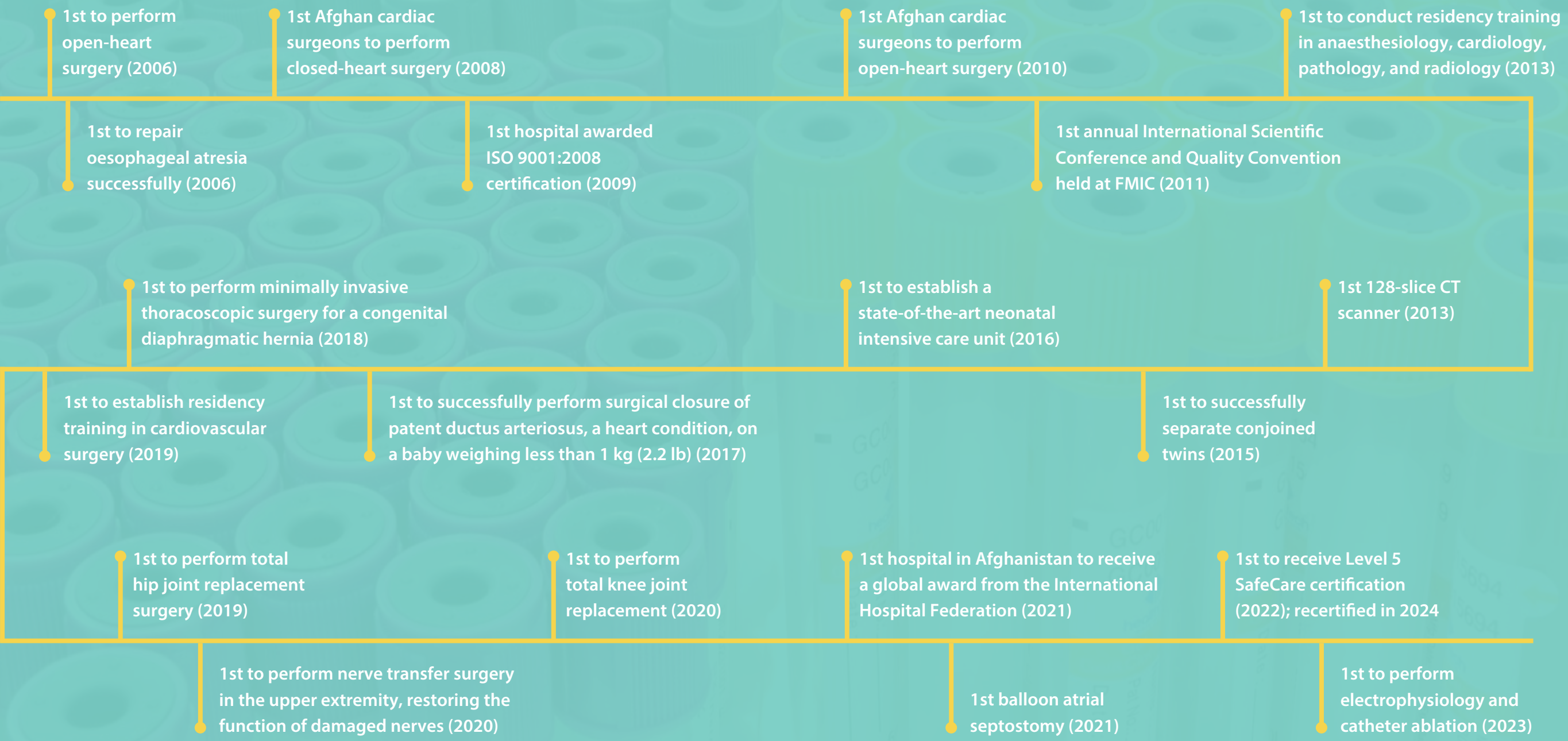
PATIENT WELFARE
RECIPIENTS (INCLUDING
9,012 INPATIENTS)

US\$4.9

MILLION
PATIENT WELFARE
DISBURSEMENT

Milestones

Leading the Way in Afghanistan





Chairman's Message

A Beacon of Hope and Health

In the face of evolving challenges and an increasingly complex global and national health landscape, the French Medical Institute for Mothers and Children (FMIC) continues to stand as a symbol of resilience, excellence, and innovation. Our unwavering vision—to be a leading and sustainable not-for-profit hospital that serves as a model for Afghanistan and other developing countries, guides every decision we make and every partnership we nurture.

As Chairman, I have the privilege of witnessing FMIC's journey not only as a provider of care but as a beacon of hope. We remain committed to bridging gaps in health care access and quality by championing public-private partnerships, empowering national talent through education, and integrating technology into our service delivery.

Our partnership with the Governments of Afghanistan and France, La Chaîne de l'Espoir, and the Aga Khan Development Network continues to be the backbone of our mission. In a year where health financing saw a global contraction, FMIC's commitment to service, equity, and innovation was

more important than ever. We will continue to foster international collaboration, advocate for sustainable health investments, and expand our impact through visionary leadership.

I thank our partners, donors, and the wider FMIC family for standing with us. The journey ahead may be uncertain, but with our shared commitment, we will continue to provide quality, affordable, and compassionate care to those who need it most.

Dr Najmuddin Najm

Chairman, FMIC Board



CEO's Message

Delivering Quality, Advancing Impact

2024 was a year of determined progress and life-changing impact at FMIC. Guided by our mission to deliver high-quality health care services with equity, ethics, excellence, and empathy, our teams reached new heights in service delivery, medical innovation, and community engagement.

This year, FMIC provided more than 222,000 clinic visits, performed nearly 5,800 surgeries, conducted more than 676,000 lab tests, and delivered 783 babies, each representing a life touched with compassion and expertise. Our Patient Welfare Program disbursed \$4.9 million, enabling over 61,600 patients, many of them vulnerable and underserved, to receive life-saving care.

We expanded our service portfolio with the launch of pulmonology and neurosurgery, introduced 20 new diagnostic tests, and inaugurated a solar boiler system and wastewater treatment plant, underscoring our commitment to sustainability. The introduction of new radiology and laboratory capabilities further strengthened our diagnostic services.

Our education programmes also saw meaningful growth. With 81 individuals having graduated from

our residency programmes, and 59 residents currently enrolled, FMIC continues to invest in the next generation of Afghan medical professionals. Through telemedicine and e-learning, we brought health care and training to some of the most remote regions of Afghanistan.

Behind every number is a story, like that of Suraya, who triumphed over respiratory failure thanks to our ICU team, or Shafiqqa, who walked out of FMIC smiling after surviving a complex heart surgery. These stories, and many others, reaffirm our purpose and renew our commitment.

As we reflect on the year, I am deeply grateful to our staff, partners, and supporters who make this work possible. With your continued trust, we will keep advancing health care in Afghanistan, one patient, one innovation, and one breakthrough at a time.

Aziz Ahmad Jan

Chief Executive Officer, FMIC

Highlights

New Services

FMIC introduced Pulmonology services, enhancing respiratory care with advanced diagnosis and treatment for lung-related conditions. In addition, the hospital launched Neurosurgery services to provide specialized surgical care for complex brain and spine conditions.

The Main Laboratory added a dedicated Parasitology unit, further enhancing its diagnostic capabilities. In addition, the Laboratory Department introduced 20 new diagnostic tests, including Renin, Total IGE, Aldosterone, hsCRP, Cortisol, ANA, Anti-thyroid peroxidase (Anti-TPO), and many others.

The Radiology Department introduced new procedures in 2024, including Drainage Catheter Insertion, Ultrasound-Guided Intra-abdominal procedures, and CT-Guided Biopsy.

FMIC also installed a 1000-milliampere ceiling-mounted X-ray system featuring six-way table movement, auto stitching, and automatic exposure control, ensuring greater imaging precision and operational efficiency.

New Facilities

The Adult Outpatient Department underwent a significant expansion, now featuring a new reception

area with three counters and a spacious waiting area accommodating over 100 patients, enhancing both comfort and efficiency. Additionally, 50 new rooms were added, including specialty clinics (Surgery, Infectious Disease, Mental Health, Neurosurgery, ENT, Urology, and Endoscopy), procedure and recovery rooms, utility areas, staff facilities, and an Operation Theater. This upgrade marks a major step in strengthening FMIC's outpatient services.

A 90-square-meter prayer area was added. It can accommodate up to 100 people at a time.

New Sustainability Initiatives

On November 13th, 2024, FMIC inaugurated an 18,000-litre Solar Boiler. The Solar Boiler supplies 50 percent of FMIC's hot water needs, avoiding approximately 200 tons of CO₂-equivalent emissions annually, an amount equal to that emitted by driving 800,000 kilometres.

The 120-cubic-meter Wastewater Treatment Plant was successfully installed as part of the Updated Wastewater Plant project. This initiative enhances wastewater management and treatment capabilities, enabling the reuse of 120,000 liters of water daily for gardening and toilet flushing.



Our Patients

Patients from across Afghanistan’s provinces, many facing complex health challenges and limited financial means, continue to turn to FMIC for care. For countless families, the hospital represents their final opportunity to access reliable, high-quality medical services. In 2024, FMIC provided treatment to numerous individuals who had previously sought help at various hospitals both within the country and abroad, yet only experienced recovery and reassurance upon reaching FMIC. The following stories highlight a few of these remarkable journeys.

Skilled Hands, Saved Lives: FMIC’s Impact in Rural Afghanistan

A 65-year-old farmer from Baghlan, diagnosed with distal gastric cancer, underwent successful surgery at FMIC performed by a skilled surgical team. The complex procedure—a distal gastrectomy with Roux-en-Y reconstruction—was followed by a swift recovery, allowing the patient to return home in just five days. Now back to farming and healthy, his journey reflects FMIC’s commitment to expert care, timely intervention, and restoring lives.

A Second Chance at Life: Sanawbar’s Story of Hope and Healing

Sanawbar, a 35-year-old woman from Karta-e-Sakhi, Kabul, struggled for years with an undiagnosed heart condition. At FMIC, she was finally diagnosed with an atrial septal defect. Thanks to the support of FMIC’s Patient Welfare Programme, which covered 90 percent of the treatment cost, she underwent successful



surgery. Her health has now been restored, and her family is filled with gratitude. Sanawbar’s journey reflects the life-changing impact of expert care and financial support for those in need.

Surviving the Unthinkable: Suraya’s Triumph Over Botulism at FMIC

Suraya, a 28-year-old woman from Mazar-e-Sharif, was rushed to FMIC with foodborne botulism and respiratory failure—a rare and deadly condition. Under the care of Dr Noorul Amin Safi and the ICU team, she received life-saving treatment and round-the-clock support. After weeks of fighting paralysis and breathing difficulties, she made a full recovery and was discharged on September 19, 2024.

A Future Restored: How Expert Care Gave Shahla Her Life Back

Shahla, 19, suffered for six years from Obstructive Mullerian Anomaly, causing severe pain and health



issues due to menstrual blood accumulation in her uterus. Led by Dr Farzana Wali Jabran, her team performed a minimally invasive procedure, draining 4,500 cc of blood and relieving her symptoms. Her pain vanished, her health improved, and she regained hope for the future.

A Heart Healed: How Shafiqah's Smile Returned

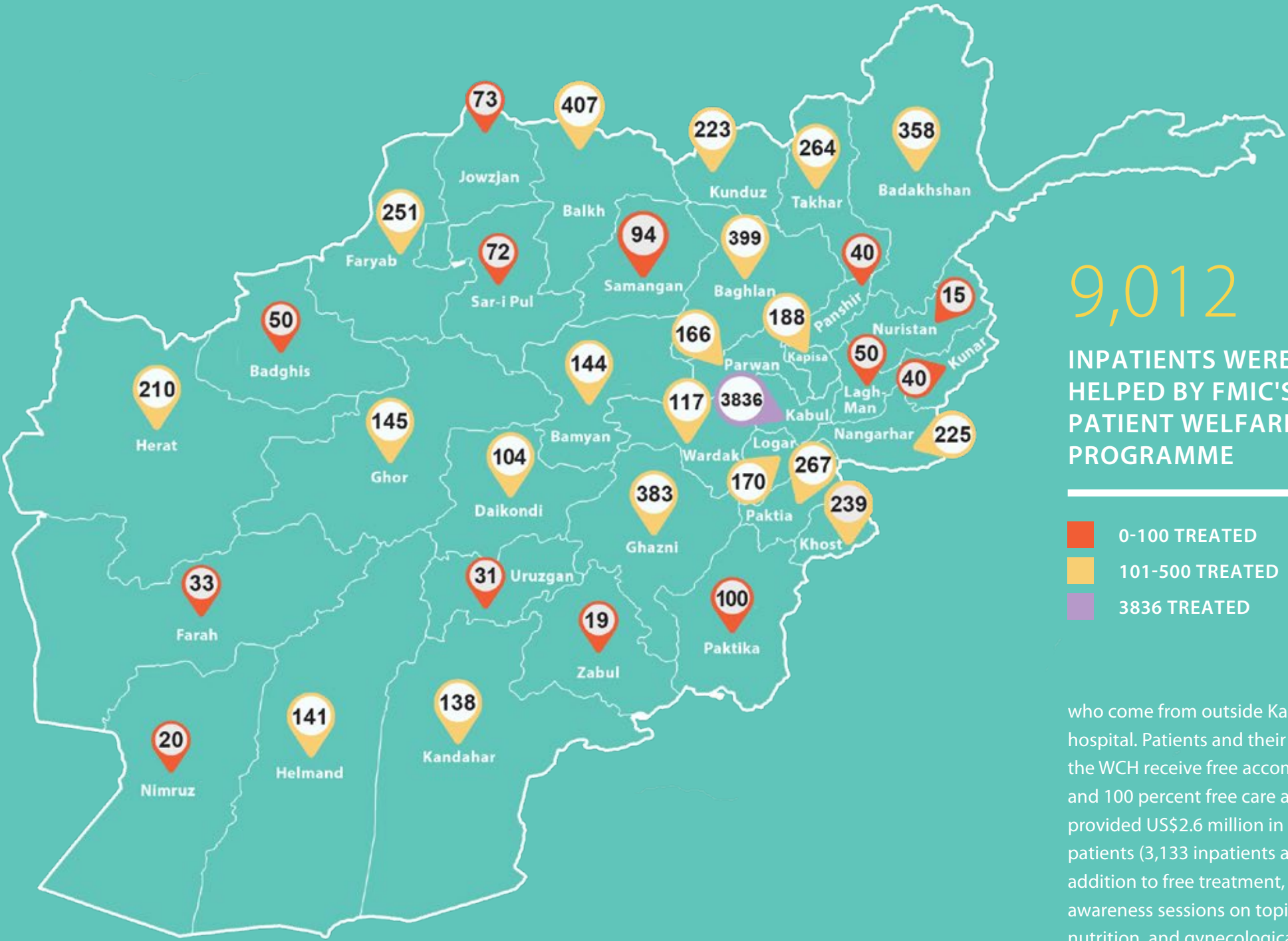
Six-year-old Shafiqah from Helmand suffered from Tetralogy of Fallot, a severe congenital heart defect causing paralysis in her left hand and leg. After being turned away by multiple care centres due to surgical risks, she was brought to FMIC. Dr Noor Amin and his team performed a complex surgery to correct her condition, overcoming significant challenges and complications. Shafiqah’s resilience and the team’s expertise led to her remarkable recovery. Once paralyzed and critically ill, she left the hospital with a smile, symbolizing hope and a brighter future. Her story inspires renewed dedication to saving

children with congenital heart disease. In 2024, FMIC successfully performed 409 pediatric cardiac surgeries and 43 adult cardiac surgeries. Additionally, 1,368 pediatric and adult patients received cardiac procedures, including angiography, angioplasty, and pacemaker implants.

From Blue to Blooming: A Baby’s Heartbeat Restored

Abul Fazl, a newborn with a complex congenital heart defect and duct-dependent circulation, was in critical condition, with his oxygen levels severely dropping. His family took him to FMIC, where Dr Waleed Safi and Dr Saber Safi performed a groundbreaking surgery in Afghanistan: Patent Ductus Arteriosus (PDA) Stenting. The procedure was successful, rapidly improving Abul Fazl’s oxygen levels, restoring his skin to its natural color, and stabilizing his breathing. This historic achievement not only saved Abul Fazl’s life but also brought new hope for pediatric care in Afghanistan.

Serving the Disadvantaged



FMIC ensures that low-income patients can benefit from its health care services. The Patient Welfare Programme pays some or all of the bills of qualifying patients who cannot afford the cost of their medication and treatment.

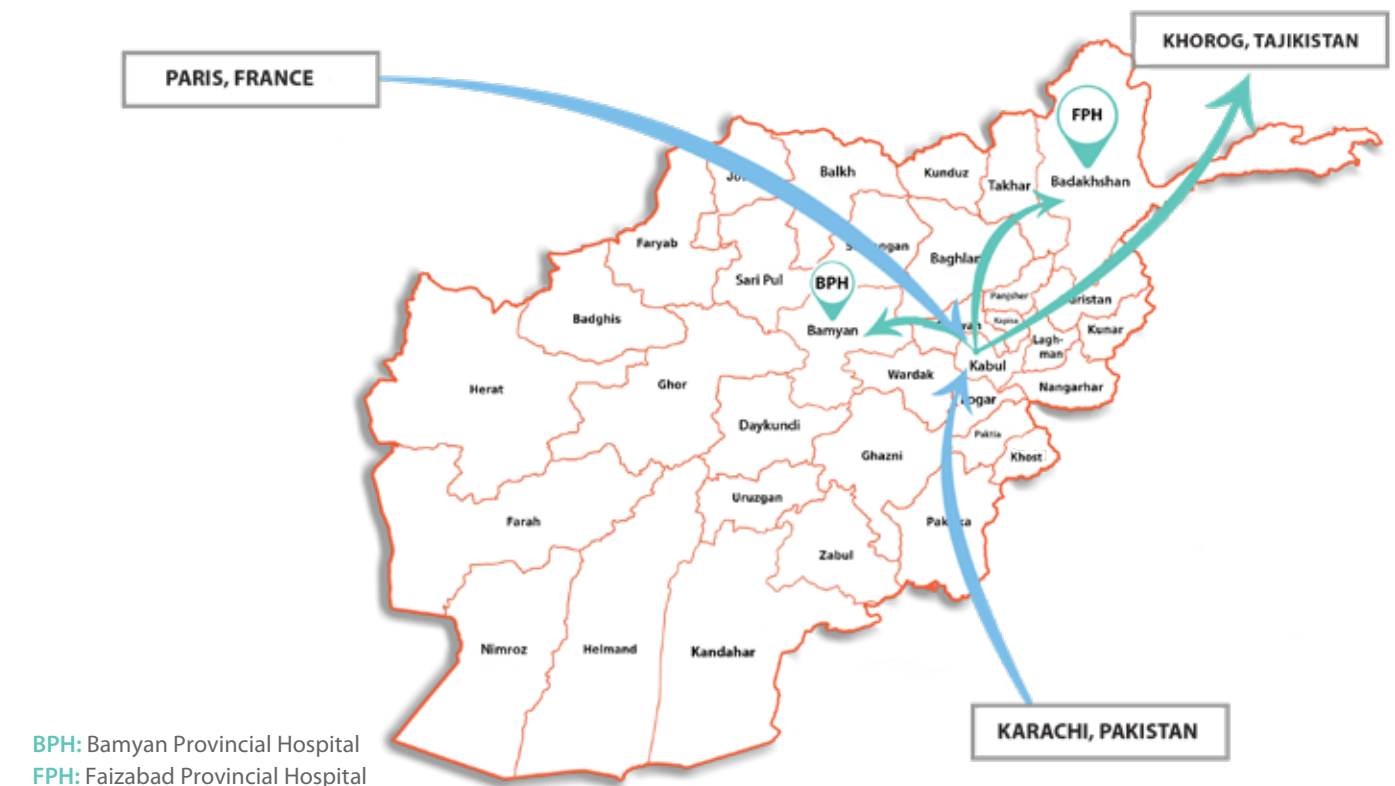
In 2024, FMIC provided US\$4.9 million in patient welfare assistance, benefiting 61,609 patients—including 9,012 inpatients—from across Afghanistan. This marks a significant increase from 2023, when 57,371 patients received support.

La Chaîne de l'Espoir operates the Women's and Children's House (WCH) at FMIC. With 40 beds, it provides accommodations for low-income patients

who come from outside Kabul to access care at the hospital. Patients and their attendants staying at the WCH receive free accommodation and travel, and 100 percent free care at FMIC. In 2024, the WCH provided US\$2.6 million in financial support to 11,652 patients (3,133 inpatients and 8,519 outpatients). In addition to free treatment, WCH provides free health awareness sessions on topics such as hand hygiene, nutrition, and gynecological health. Potential WCH beneficiaries are identified by a number of 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



Across Afghanistan, people lack access to high-quality health care services due to a lack of doctors and nurses, security issues, and poor infrastructure. Since 2007, FMIC’s telemedicine programme has provided online consultations and training to provincial hospitals, including Bamyan Provincial Hospital, Faizabad Provincial Hospital, Kandahar Hospital, Baharak District Hospital in Badakhshan Province, and Khorog Oblast Hospital in Tajikistan.

Online consultations assist patients in remote areas by saving them the time and money associated with lengthy trips to Kabul or hospitals outside the country. Online training provides health care professionals with professional development opportunities that otherwise would not be available to them.

FMIC is also connected to specialists at the Aga Khan University Hospital, Karachi, the Necker Hospital in

Paris, La Chaîne de l’Espoir, and other institutions in France and Europe. They provide teleconsultations and review MRI and CT scans, and mammograms sent by FMIC.

In 2024, FMIC’s telemedicine programme provided 3,639 live teleconsultations, 1,625 teleradiology, and 3,664 telepathology services. It also provided 36 eLearning Sessions and 6 continuing medical education courses. These sessions benefited 2,257 participants from various health facilities, including Baharak District Hospital, Kishm District Hospital, Panjab District Hospital, Surobi District Hospital, Waras District Hospital, Mirwais Regional Hospital of Kandahar, Baghlan Jadid Regional Hospital, Bamyan Provincial Hospital, Faizabad Provincial Hospital, and comprehensive health centres in Bashor, Ishkashim, Nusai (Badakhshan), and Kahmard.



Building Capacity

The Postgraduate Medical Education Programme

FMIC continues to improve the capacity of its workforce through various initiatives, including postgraduate medical education, continuing medical education, in-house training, medical missions, annual conferences, and online learning programmes.

The Postgraduate Medical Education programme, established in 2012 in collaboration with the Aga Khan University and Afghanistan's Ministry of Public Health train doctors in nine specialties: anesthesiology, orthopedics, pediatric medicine, pediatric surgery, pathology, radiology, obstetrics and gynaecology, cardiology, and cardiovascular surgery. Four of these are the only programmes of their kind in Afghanistan.

The programme offers theoretical, practical, and research training. In their three to five years of training, the residents visit the Aga Khan University Hospital, Karachi, and other hospitals in Kabul to complete their clinical rotations. The residents also conduct a research project on a topic of their choice.



In April 2024, three doctors completed their training in two different specialties: Pediatric Medicine and Cardiology. To date, 81 individuals have graduated from the PGME programme. Currently, 59 residents are being trained in nine disciplines, including 15 women.

The PGME programme provides scientific seminars and workshops, including sessions on evidence-based medicine, to its residents and interested doctors from outside the hospital.

Training

FMIC is committed to enhancing the capacity of its staff by providing them with opportunities to learn, grow, and develop their skills. In 2024, the FMIC Training and Development Department organized 1,761 in-house training sessions across various departments, including Nursing Education Services, Medical Services, Quality and Patient Safety, Human Resources, and others.

Additionally, FMIC facilitated and sent a total of eight staff members for local training across different sections and departments, including one from

the Human Resources Department, two from the Medical Division, three from the Safety and Security Department, and two from Nursing Education Services. Moreover, FMIC facilitated and sent 21 staff members for 12 advanced training programmes. The hospital also assisted one staff member in attending an international conference in Iran, and sent 20 residents to Pakistan for training rotations at the Aga Khan University Hospital, Karachi.

In 2024, FMIC provided on-the-job training to 4,445 health care providers from various regions of Afghanistan. Participants came from provincial hospitals and institutions such as the Ministry of Public Health, the World Health Organization, and local universities. These trainees benefited from both short-term and long-term engagements within the hospital, gaining experience and learning new techniques within the medical, nursing, radiology, and laboratory departments. The trainee programme is supported by funding from Agence Française de Développement.

The Training and Development Department launched the third edition of its online English classes in



October 2023, with 80 staff members enrolling. In June 2024, 63 staff members graduated. The Marketing Department conducted 13 health awareness sessions attended by 1,503 participants from various hospitals. Topics covered included hand hygiene, nutrition, and gynecological health.

Nursing Education Services conducted online and in-person sessions for 2,262 participants, including both doctors and nurses.

The Diploma in Health Leadership and Training programme was launched at FMIC in 2019. As of December 2024, 135 trainees have graduated from the programme. Currently, 37 FMIC employees are enrolled in it.

Continuing Medical Education

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 2024, FMIC conducted 17 CME sessions, including a research seminar, for 718 health care practitioners. These sessions addressed various topics across fields such as pediatric surgery, general surgery, internal medicine, cardiology, and gynaecology.

Medical Missions

Each year, health care professionals organized by La Chaîne de l’Espoir and the Aga Khan University travel to FMIC to support the hospital in delivering medical care and to share their expertise with its staff. In 2024, 22 specialists in obstetrics and gynaecology, anaesthesiology, cardiac surgery, pediatric medicine, nursing, laboratory sciences, and radiology visited FMIC, spending 76 cumulative days at the hospital.

Human Resources Update

The total number of FMIC staff is 1,050 (795 men and 255 women). Ninety-nine percent of the staff are Afghan. Fifty-three percent of staff are below 35



years of age. Thirty-two percent of staff have been with FMIC for 10 years or more, 29 percent for 5 to 10 years, 17 percent for 2 to 5 years, and 22 percent for up to 2 years.

In 2024, 50 staff members (31 men and 19 women) migrated to different countries. The staff turnover rate was 11.07 percent in 2024, compared to 6.76 percent in 2023. The employee satisfaction rate at FMIC in 2024 was 82 percent.

Strengthening Health Care Through Global Volunteerism

In 2024, FMIC significantly benefited from the contributions of Time and Knowledge Nazrana (TKN) volunteers from across the world. The professional expertise of TKN volunteers played a critical role in strengthening the hospital’s clinical, diagnostic, and nursing services. These global health professionals supported the capacity development of FMIC’s

teams through hands-on mentorship, skills training, workflow improvements, and strategic advisory roles.

Their efforts enhanced diagnostic accuracy in pathology and cytology, improved pediatric care protocols, and elevated nursing practices through bedside coaching and continuous education. Beyond technical input, the volunteers also facilitated cross-cultural knowledge exchange and fostered a spirit of collaboration and service within the institution.

The coordination and leadership provided by the Office of the Leadership of the Aga Khan Health Board (AKHB) Canada, in collaboration with the TKN Office, ensured that each volunteer’s engagement was purposeful, impactful, and mutually enriching. These efforts reflect the enduring value of volunteerism in building resilient health systems and contributing to FMIC’s commitment to excellence in healthcare delivery in Afghanistan.

Towards Quality

Scientific Conference and Quality Convention

FMIC hosted its 14th Annual International Scientific Conference and Quality Convention on Thursday, November 14, 2024. The event centered on the theme “Improve Together: Accessibility, Quality, Innovation, and Sustainability.” The conference, a hybrid webinar, was attended by over 350 international and national delegates, both in-person and online, including researchers, scholars, doctors, nurses, and allied health care professionals. Dignitaries from government ministries, the diplomatic community, international development agencies, media, and civil society graced the occasion. At the conference, 13 oral and poster presenters participated online from Pakistan, Badakhshan, and Bamyan.

Customer Satisfaction Survey

As part of its quality assurance and customer care efforts, FMIC regularly surveys patients who have utilized its services. In 2024, feedback was collected from 2,400 patients across inpatient, outpatient,

pharmacy, and diagnostic services. The analysis revealed that 89 percent of patients were satisfied, indicating "strongly agree" or "agree" that they are satisfied with the services the hospital provides. However, 11 percent 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 percent.

Community Engagement Programme

FMIC has fostered strong relationships with surrounding communities. In 2024, despite challenges, the hospital conducted 13 health awareness sessions for 1,503 community members in different neighboring locations. Topics were selected in consultation with community representatives and covered areas such as gestational hypertension, diabetes mellitus, antenatal care, mental health, malnutrition, child abuse, breastfeeding, newborn care, vision and dental health, hepatitis, and waterborne diseases.





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.

FMIC represents a unique partnership that showcases how governments and civil society organizations can collaborate to deliver high-quality health care services in 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 supporting and developing FMIC. Additionally, ongoing support from bilateral donors has been instrumental in ensuring the sustainability of FMIC's programmes and the provision of quality health care services for the people of Afghanistan.

FMIC receives funding for its Patient Welfare Programme from the French government, La Chaîne de l'Espoir, His Highness the Aga Khan, and individual donors. Funding for capacity-building programmes and for the Postgraduate Medical Education programme is provided by the Government of Canada and La Chaîne de l'Espoir.

As of December 2024, FMIC has received Afs 8.4 billion (approximately US\$133 million) from its founding partners and other donors, enabling the hospital to advance its mission and deliver critical health care programs.

By the Numbers

	2006-21	2022	2023	2024	Total
Admissions	91,317	12,735	13,758	13,421	131,231
Clinic Visits	1,631,812	176,106	222,200	222,865	2,252,983
Babies Delivered	5,220	776	830	783	7,609
Radiology Procedures	895,598	90,102	110,593	112,372	1,208,665
Laboratory Tests	5,034,324	528,280	658,043	676,381	6,897,028
Surgeries (All)	42,628	5,426	6,230	5,790	60,074





French Medical Institute for
Mothers and Children
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Kabul, Afghanistan.

www.fmic.org.af



THE AGA KHAN UNIVERSITY



La chaîne
de l'espoir



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DE L'EUROPE
ET DES AFFAIRES
ÉTRANGÈRES

*Liberté
Égalité
Fraternité*