30 YEARS 1996-2026

PAACS

PAN-AFRICAN ACADEMY OF CHRISTIAN SURGEONS

Annual Report

July 1, 2025 - June 30, 2026



For the Lord is good and His love endures forever; His faithfulness continues through all generations. Psalm 100:5 (NIV)



Table of Contents

Vision

PAACS envisions a growing number of African surgeons and related specialists living out the Gospel and ministering to the sick.

Mission

PAACS' mission is to glorify God by training and discipling African surgeons and related specialists to become Christ-like leaders and servants providing excellent and compassionate care to those most in need.

4 Message From the CEO
6 Impact
7 Where We Serve
8 Academic Training
9 Resident Testimony
10 Academic Excellence
12 Spiritual Discipleship
14 Resident Story
16 Faculty
18 Graduates
20 Board of Directors
21 Governance and Accreditation
22 Administrative Team
23 Strategic Planning
24 Financial Stewardship
26 Prayer
27 Partners
28 Publications
29 Graduate Testimony
30 2026 Alumni Survey
31 Faces of PAACS



CEO's Message



Susan Koshy, JD, MPH
Chief Executive Officer

Dear PAACS Friends and Partners in Ministry,

Thirty years ago, the Pan-African Academy of Christian Surgeons (PAACS) was a vision in the mind of Dr. David Thompson. Today, it has **206 residents and fellows in training, 209 graduates, 29 programs across 12 countries, and 22 partner faith-based hospitals** equipped to train the next generation of Christian surgeons and related specialists. Behind every one of these numbers is a person: a young mother who received excellent surgical care, heard the Gospel, and survived an illness that once may have taken her life; a patient who now has access to surgical care that was previously beyond reach; a young doctor who came to PAACS for training and grew in both skill and faith through intentional discipleship. That is the real measure of this ministry, and it is why I remain in awe of what God has done at PAACS.

I think often of our 206 residents, who have chosen years of demanding training in some of the hardest settings in the world because they believe God has called them to use their training and skills in service to others and for His glory. And I think of our faculty, who teach, operate alongside, and disciple these residents day after day, often at real personal sacrifice, because they believe just as deeply that raising up African Christian surgeons and related specialists is worth their lives' work. Our residents, fellows, and faculty carry tremendous responsibility, and they spend their days serving and caring for others. I want to thank them for all they do and assure them that they are seen, their commitment matters, and their work makes a difference in the lives of people across Africa.

PAACS has never walked this journey alone. For thirty years, God has brought faithful friends and partners alongside this ministry to pray, give, and serve. Some of them have walked with us for decades; others have only recently joined the journey. Many will never meet the residents they helped or the patients whose lives they touched. Yet, their prayers have carried us, their generosity has opened doors, and their willingness to serve has strengthened this ministry. To our friends and partners who have walked this road with us, we offer our deepest gratitude. THANK YOU!

We do not know every detail of what lies ahead, but we know Who holds our future. We can already see the shape it is taking: more surgeons and related specialists trained and discipled, more lives changed, and more of Africa reached with skilled hands and hearts committed to Christ.

To God be all the glory for what He has done — and for the harvest still to come.

With gratitude and anticipation,

Susan A. Koshy

Susan A. Koshy, JD, MPH
Chief Executive Officer
Pan-African Academy of Christian Surgeons

TRAINING
with Excellence
DISCIPLING
in Christ





Impact

30
Years in Ministry

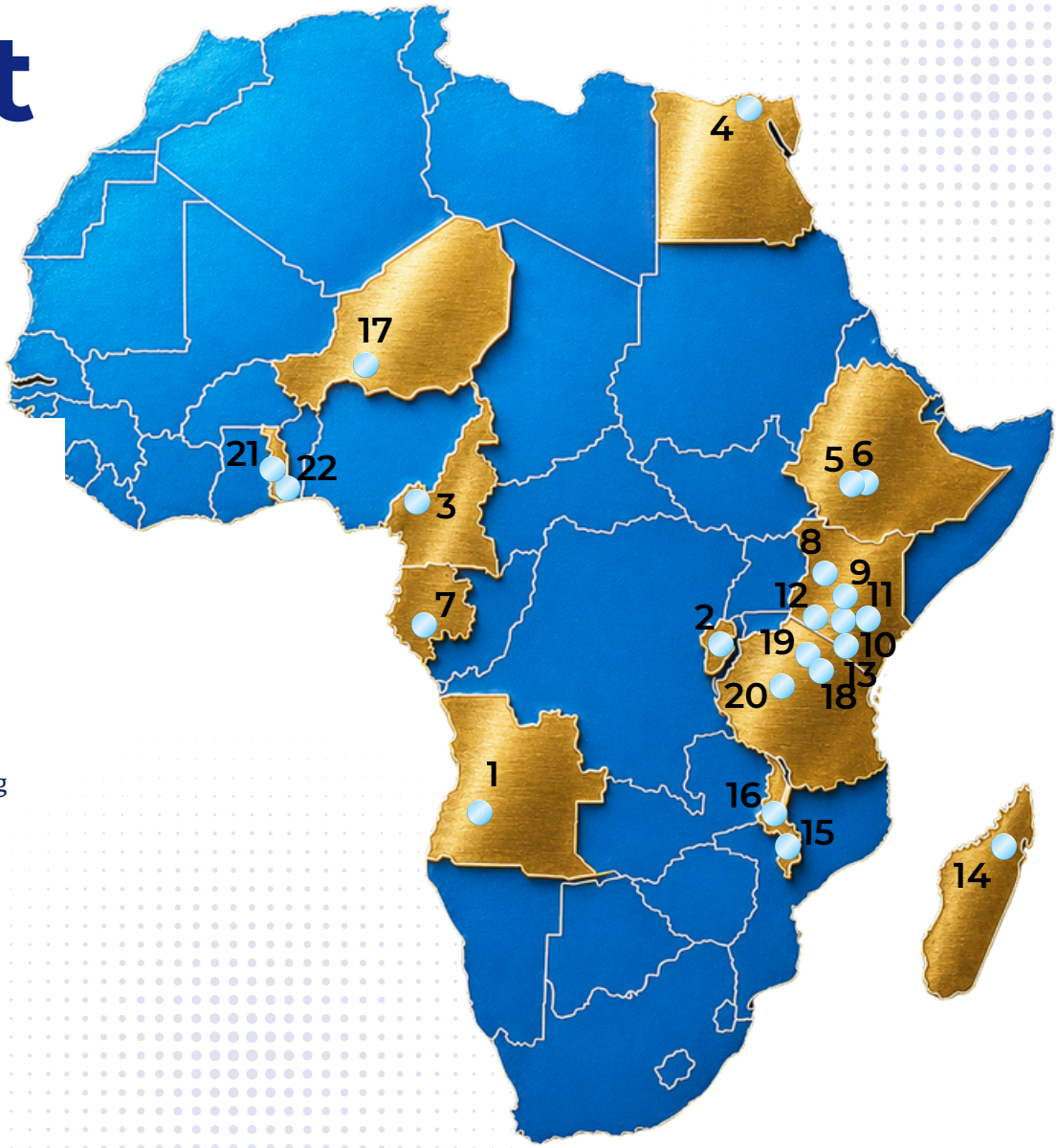
29
Training Programs

12
Countries

206
Residents and Fellows in Training

22
Partner Faith-Based Hospitals

209
Graduates



Where We Serve

Angola

1. Centro Evangélico de Medicina do Lubango (CEML)
   - General Surgery

Burundi

2. Kibuye Hope Hospital
   - General Surgery

Cameroon

3. Mbingo Baptist Hospital
   - General Surgery
   - Head and Neck Surgery

Egypt

4. Harpur Memorial Hospital
   - General Surgery

Ethiopia

5. Soddo Christian Hospital
   - General Surgery

6. Soddo/CURE Children's Hospital
   - Orthopaedic Surgery
   - Pediatric Orthopaedic Surgery

Gabon

7. Bongolo Hospital
   - General Surgery

Kenya

8. AIC Kapsowar Hospital
   - General Surgery

9. AIC Kijabe Hospital
   - General Surgery
   - Anesthesiology
   - Neurosurgery
   - Obstetrics/Gynecology
   - Plastic Surgery

10. BethanyKids at Kijabe
    - Pediatric Surgery

** Additional location in collaboration with another program

Kenya (Cont'd)

11. Kijabe/CURE Children's Hospital
    - Orthopaedic Surgery
    - Pediatric Orthopaedic Surgery**

12. AIC Litein Hospital
    - General Surgery

13. Tenwek Hospital
    - General Surgery
    - Orthopaedic Surgery
    - Cardiothoracic Surgery
    - Obstetrics/Gynecology

Madagascar

14. Hopitaly Vaovao Mahafaly Mandritsara (HVMM)
    - General Surgery

Malawi

15. Malamulo Adventist Hospital
    - General Surgery

16. Nkhoma Mission Hospital
    - General Surgery

Niger

17. SIM Galmi Hospital
    - General Surgery

Tanzania

18. Arusha Lutheran Medical Centre (ALMC)
    - General Surgery

19. Selian Lutheran Hospital
    - General Surgery**

20. Nkinga Referral Hospital **NEW!**
    - General Surgery

Togo

21. Hospital of Hope (HOH)
    - General Surgery

22. Hopital Baptiste Biblique (HBB)
    - General Surgery**

Academic Training



PAACS training extends far beyond the classroom, preparing residents and fellows through intensive hands-on experience, purposeful conferences, and diverse clinical rotations. From the beginning of training, residents work alongside experienced faculty while caring for patients with a wide range of surgical needs, developing both technical skill and sound clinical judgment. Junior Boot Camp builds a strong foundation for training, while the Senior Trainee Conference prepares those nearing graduation for leadership, mentorship, and service beyond residency. External rotations across PAACS sites and other faith-based hospitals further broaden clinical experience, helping trainees become adaptable, confident surgeons and related specialists prepared to serve where they are needed most.

> Across the continent our residents and faculty continue to excel academically as surgeons and educators. They have embraced the PAACS reputation of rigorous but compassionate excellence, taught side by side by their mentors. Combined with unrivaled research opportunities and access to world-leading experts, they are striding to the forefront of an emerging network of PAACS practitioners, faculty members, program directors, administrators, regional and global leaders, researchers, and educators.

Christopher Moir, MD
Academic Dean

LEARNING. SERVING. TRANSFORMING LIVES.

HANDS-ON SURGICAL EXPERIENCE

Residents and fellows receive intensive, hands-on training at the bedside, in outpatient clinics, in the operating room, and through perioperative care under the mentorship of experienced faculty. Surgical residents complete a minimum of 200 procedures annually, resulting in more than **41,200 mentored surgical procedures performed across PAACS training programs each year.** This extensive clinical experience prepares graduates to provide safe, compassionate care while developing the skills required to become future leaders in surgery and related specialties.

ACADEMIC EXCELLENCE

Academic excellence is measured through annual examinations, including those administered by the College of Surgeons of East, Central and Southern Africa (COSECSA), the College of Anaesthesiologists of East, Central and Southern Africa (CANECSA), and the East, Central and Southern Africa College of Obstetrics and Gynaecology (ECSACOG). Year after year, **PAACS residents and fellows perform at a high level**, demonstrating the quality of their training and their readiness to provide exceptional care throughout Africa. This commitment to academic excellence equips graduates with the knowledge and clinical judgment needed to care for patients with confidence in even the most challenging settings.

Resident Testimony





“I first heard about PAACS through a missionary professor at the university where I studied medicine. He called me, explained that PAACS existed, and encouraged me to apply. At that time, I had already been practicing as a general practitioner for six years. As a teenager, I had written in my diary that I wanted to be a surgeon and prayed to God about it. But over time, I gave up on that dream. It felt unreachable, so I limited myself to general medicine. When I learned about PAACS and was accepted, I realized that this was not just an opportunity, but God’s way of reactivating His call on my life.

PAACS offered something I could not find elsewhere: a program that combined surgical training with discipleship. It equipped me not only to become a skilled surgeon but also to grow as a follower of Christ. I knew this was God’s provision and His purpose for me, a way to fulfill the dream He had placed in my heart years before.”

Dr. Lina Estefânia Massique Balane

PAACS General Surgery Resident

Malamulo Adventist Hospital, Malawi

Academic Excellence



EXTERNAL EXAMINATIONS

External examinations provide an independent measure of the quality of PAACS training. COSECSA (College of Surgeons of East, Central and Southern Africa) assesses surgical trainees at key stages of training. MCS examinations validate the first two years of foundational surgical training, while FCS examinations assess trainees at the completion of advanced specialty training. CANECSA provides external examinations for Anesthesiology trainees. Strong performance on these regional examinations demonstrates the quality of PAACS training and the readiness of residents and fellows to serve across Africa.

COSECSA MCS EXAMINATIONS

November 12-13, 2025

32	30	93.7%
PAACS trainees sat for the COSECSA MCS exams	successful	pass rate

COSECSA FCS EXAMINATIONS

December 1-2, 2025

23	20	87.0%
PAACS trainees sat for the COSECSA FCS exams	successful	**pass rate**

PAACS IN-TRAINING EXAMINATIONS

The PAACS in-training examinations measure knowledge and ensure our residents are prepared to provide excellent surgical care.

June 5-6, 2026

142	86.6%
PAACS trainees sat for the PAACS In-Training exam	Overall pass rate (123 of 142)

Preparing the Next Generation

These examination results reflect the dedication of our residents and fellows, the commitment of our faculty, and God's faithfulness in preparing the next generation of surgeons and related specialists to serve across Africa.

EXAMINATION HONORS



Dr. Lijalem Taye Garba
2025 Graduate
Cardiothoracic Surgery
COSECSA FCS
Highest Overall Score



Dr. Muse Freneh Anito
2025 Graduate
Pediatric Surgery
COSECSA FCS
Highest Score in Pediatric Surgery



Dr. Eunice Kageha
2025 Graduate
Anesthesiology
CANECSA
Highest Overall Score



Dr. Kalkidan Gulilat
General Surgery Resident
Soddo Christian Hospital
Ethiopia
PAACS In-Training Exam
Highest Overall Score

Expanding Hope Through Training



In January 2026, PAACS launched its newest general surgery training program at Nkinga Referral Hospital in Tanzania. The program began with three general surgery residents and represents another step forward in expanding access to surgical training and discipleship in underserved regions of Africa.





Dr. Katherine Shafer praying for the team — Dr. Wendy Willmore, Dr. Verdiana Vedasto, Dr. Faraja Magwesela, Dr. Geoffrey Chilo, Prof. Larry Akoko, Dr. Catherine Mun'gon'go

Dr. Wendy Willmore shares, "At Nkinga, we rejoice in this Holy Fire and we ask you to pray with us that we will 'fan into flame the gift of God, which is in us through the laying on of hands. For the Spirit God gave us does not make us timid, but gives us power, love, and self-discipline.'" (2 Timothy 1:6-7 NIV).





> "We appreciate the support that we get from our attendings academically, spiritually, and mentally."
>
> 2026 Nkinga Residents
> Dr. Christian Neema Mutunzi, Dr. Fadhili Nelson, and Dr. Kulindwa John Manzil

Spiritual Discipleship



Spiritual formation remains central to the PAACS mission. Alongside rigorous clinical training, residents and fellows are intentionally discipled to grow in their relationship with Christ and integrate their faith into the way they lead, serve, and care for patients. Through biblical teaching, mentorship, and intentional spiritual formation, PAACS seeks to prepare surgeons and related specialists whose lives and work reflect Christ.

> This has been another year of God's blessing on the ministry of PAACS. Our spiritual initiatives continue to grow, equipping residents and faculty to live out their faith in challenging circumstances. This year, we launched the PAACS Spiritual Leadership Foundations Course to better equip faculty as they lead and disciple residents. We also celebrated the accreditation of the PAACS Spiritual Curriculum through African Bible Colleges (Malawi), creating a pathway for residents to earn a certificate in Christian Leadership and Spiritual Formation. We praise God for these milestones and for the enthusiastic response to both initiatives.

Ed Scearce, ThM, DMin
Spiritual Dean

38 Faculty

12 Volunteer Coaches

Launched in June 2026, this approximately 18-month course equips PAACS faculty in biblical leadership and discipleship. Thirty-eight faculty are participating, supported by 12 experienced surgeons serving as personal coaches. Individual study, coaching, and peer groups create opportunities for deeper relationships, spiritual growth, and multiplication.

A PAACS First

First Seminar Held Solely by PAACS Faculty

PAACS continues expanding Saline Process Witness Training, equipping residents and related specialists and faculty to integrate faith compassionately into clinical care. Two additional PAACS faculty became certified Teacher Trainers this year. PAACS also celebrated its first Saline Process seminar led solely by PAACS faculty, increasing its capacity to multiply Gospel-centered care across hospitals.

ACCREDITATION ACHIEVED

PAACS achieved accreditation of its Spiritual Curriculum through African Bible Colleges (Malawi), creating a pathway for residents and related specialists who complete the requirements to earn a certificate in Christian Leadership and Spiritual Formation. This milestone strengthens the biblical education offered alongside PAACS' rigorous clinical training, equipping trainees to integrate faith into their leadership, service, and patient care.

536,920,000

UNREACHED PEOPLE ACROSS AFRICA

This is greater than the combined population of the **United States** and **Canada**. Behind this number are millions living without access to the hope of Jesus Christ.*

As Africa's population continues to grow rapidly, so does the **urgency to reach** those who may never otherwise hear the Gospel. Through PAACS, surgeons and related specialists are being equipped not only to provide **compassionate surgical care**, but also to **faithfully share the love of Christ** with patients, families, and communities in some of the most underserved regions of Africa.

**Joshua Project (September 2026)*

3,300 decisions for Christ were made through PAACS programs and partner hospitals this past year.



Resident Story

Care Beyond the Operating Room

Training for Excellence
Serving with Compassion, Faith, and Hope



Dr. Patiente Umuganwa
PAACS General Surgery Resident
Hôpital Baptiste Biblique and Hospital of Hope, Togo

Dr. Patiente Umuganwa, a third-year PAACS General Surgery resident from Rwanda training at Hôpital Baptiste Biblique and Hospital of Hope in Togo, came to PAACS seeking a place where she could grow as a surgeon while learning to serve God through surgical care. Through the example and mentorship of her faculty, she has learned that excellent surgical training goes beyond developing clinical skill and judgment. It also means seeing each patient as a whole person and being prepared to offer compassionate care and the hope of Christ.

That lesson became deeply personal when a 56-year-old man from Ghana arrived at the hospital seeking treatment for gastric cancer. He hoped his cancer treatment could begin sooner, but after reviewing his medical records, the team determined that the treatment already scheduled for him in Ghana was appropriate. Because the hospital did not provide chemotherapy, there was little they could offer medically beyond helping manage his pain.

But his care did not end there.

Dr. Umuganwa sat with him, prayed with him, and shared the Gospel. As they talked, the man began to speak openly about his life and his need for God. He explained that he had previously been unwilling to listen to pastors or evangelists because he questioned their motives and believed he was already a good person. Hearing the Gospel from his doctor, however, was different.

He told Dr. Umuganwa that if she had not shared it with him, he did not believe he would have listened to anyone else.

That day, he chose to place his faith in Christ.

For Dr. Umuganwa, the encounter reinforced something her PAACS training and discipleship had been teaching her: a surgeon's influence can extend far beyond the operating room.

“People are hurting physically, but they are also dying spiritually. As doctors, our responsibility is to care for their physical needs, but even more importantly, we need to care for their spiritual needs and share the hope of Christ.”

Dr. Umuganwa hopes to carry that commitment wherever God leads her to serve in Africa, providing excellent surgical care while faithfully sharing the hope of Christ with those entrusted to her care.

GROWING TO MEET THE NEED

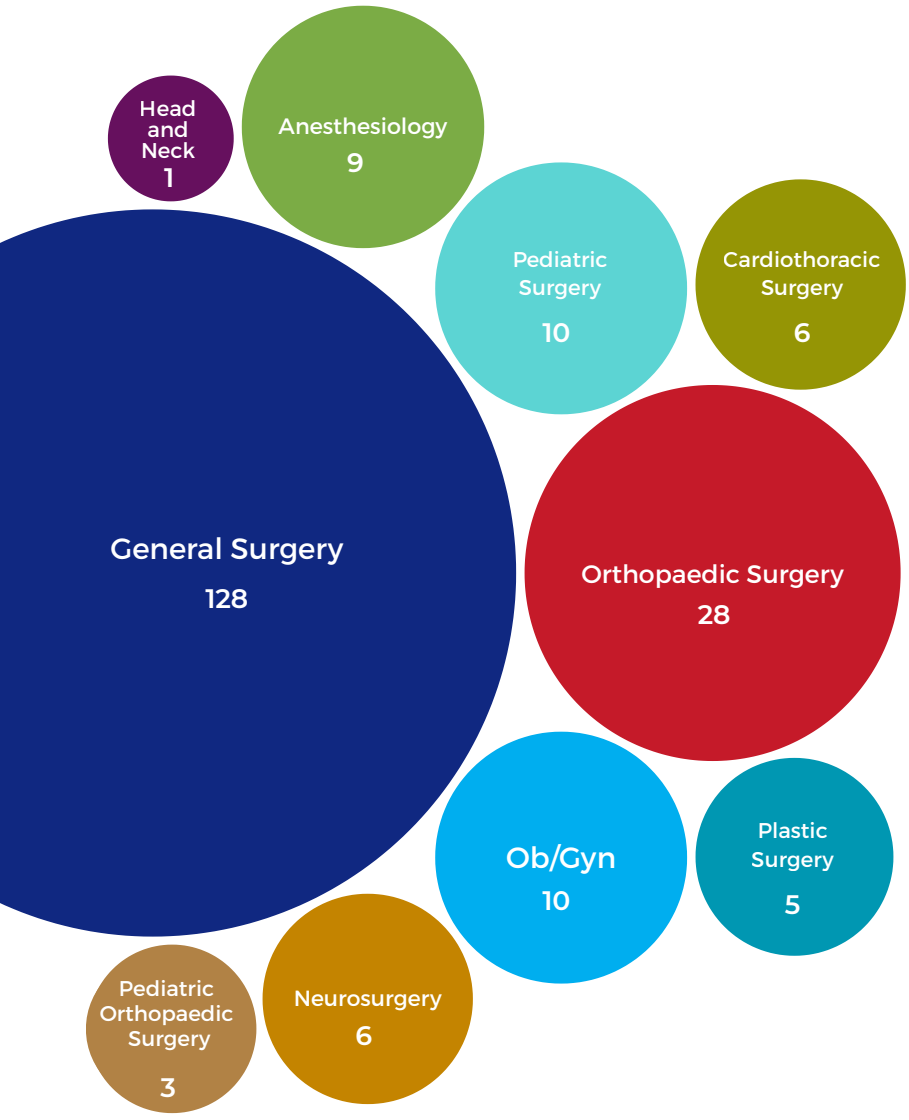
206
Total Residents & Fellows in Training

over
50
New Trainees Started in 2026

over
790
Applications Received for the 2027 Incoming Class of Trainees

over
55
New Trainees Anticipated to Begin in 2027

RESIDENTS & FELLOWS BY SPECIALTY



"PAACS' 2025–2026 fiscal year has seen continued growth as we fill existing programs, anticipate the first graduates from programs that began five years ago, and see an ever-increasing number of hospitals interested in becoming PAACS training sites.

Our collaboration with international organizations such as COSECSA, ECSACOG, and CANECSA has deepened, while our growing research infrastructure is beginning to bear fruit that we believe will continue for years to come. Just as providing and improving medical care requires stable infrastructure, PAACS' growing stability has us poised to broaden relationships, collaborations, and impact for decades to come.

As the Lord has led us, we will continue to follow."

Keir Thelander, MD, FACS, FWACS, FCS (ECSA)
Executive Vice President

Faculty



OVER 40%

of PAACS faculty are PAACS graduates who are investing in the next generation

OVER
140
PAACS Faculty Members

60+
Faculty are PAACS Graduates

11*
Program Directors are PAACS Graduates

PAACS Graduates Leading the Next Generation

Arega Fekadu, MD
2012 PAACS Graduate (GS)
2020 PAACS Graduate (CT)
Cardiothoracic Surgery Program Director
Tenwek Hospital, Kenya

Ken Muma, MD
2014 PAACS Graduate
Pediatric Surgery Program Director
BethanyKids Hospital, Kenya

John Kanyi, MD
2016 PAACS Graduate
General Surgery Program Director
Litein Hospital, Kenya

Yves Mpongo, MD
2017 PAACS Graduate (GS)
2021 PAACS Graduate (PedSurg)
General Surgery Program Director
SIM Galmi Hospital, Niger

Emmanuel Lema, MD
2018 PAACS Graduate
General Surgery Program Director
Arusha Lutheran Medical Centre, Tanzania

Gezahegn Tilahun, MD
2018 PAACS Graduate
General Surgery Program Director
Soddo Christian Hospital

Samuel Fabiano, MD
2019 PAACS Graduate
General Surgery Program Co-Director
CEML, Angola

Fadipe Akinniyi, MD
2021 PAACS Graduate
General Surgery Program Director
Tenwek, Kenya

Chukwuemeka Nwegbu, MD
2022 PAACS Graduate
General Surgery Program Director
Mbingo Baptist Hospital, Cameroon

Nobert Kipkoech, MD
2022 PAACS Graduate
Orthopaedic Surgery Program Director
AIC Kijabe CURE, Kenya

Joseph Nderitu, MD
2023 PAACS Graduate
General Surgery Program Director
AIC Kijabe, Kenya

*Program Director and Faculty positions reflect leadership during the 2025–2026 fiscal year.

One Generation to the Next

GOD IS MULTIPLYING LEADERS THROUGH PAACS

MENTORED
by faithful faculty

TRAINED
as a PAACS resident

EQUIPPED TO LEAD
patients and families to Christ while discipling others.







As a PAACS resident, Dr. Elirehema Kristonsia Kimaro learned to pray with every patient before surgery. It became more than part of his training; it became part of the surgeon he was becoming.

"I do not recall a single patient ever refusing that precious moment of prayer in their time of need."

Through those moments, Dr. Kimaro witnessed courage, faith, and healing while sharing the love of Christ with both Christian and unbelieving patients. Now, as a practicing surgeon, that same discipline keeps him dependent on God as he entrusts each patient and procedure to Him.

"PAACS did not only train me to be a surgeon; it shaped me into a Christian surgeon who serves with faith, compassion, and excellence."

Today, Dr. Kimaro serves as Assistant Program Director at Selian Lutheran Hospital in Tanzania, investing what was poured into him into those who will follow.



Dr. Elirehema Kristonsia Kimaro
2022 PAACS General Surgery Graduate
Assistant Program Director
Selian Lutheran Hospital, Tanzania

"One generation commends your works to another; they tell of Your mighty acts."
Psalm 145:4 (NIV)

Graduates

TRAINED. DISCIPLED. EQUIPPED.
SERVING. WITNESSING. MULTIPLYING.



On September 3rd, 2025, more than 50 PAACS graduates gathered in Kenya for PAACS' first Continuing Professional Development Course (CPD), followed by the Train the Trainers and Faculty Development programs. These gatherings strengthened clinical education, mentoring, and spiritual discipleship while renewing relationships among graduates and faculty. Special thanks to Mercy Ships for their generous sponsorship. Building on the success of this inaugural gathering, PAACS plans to hold the CPD Course every other year.

209
Total PAACS Graduates

22
New PAACS Graduates 2025-26 FY

26
African Countries Where Graduates Serve

Living the PAACS Dream

A PAACS graduate brings healing, hope, and the love of Christ to Ethiopia.

"It has always been my dream to see sick patients become healthy again—to give them another chance to smile, to hope, and to live."

For Dr. Gezahegn Tilahun, that dream began long before he entered the operating room.

As a young physician serving in rural Ethiopia, he witnessed firsthand the tremendous need for surgical care. In many communities, access to even a general practitioner was considered a blessing. A trained surgeon was a rarity. Dr. Gezahegn went on to train in General Surgery with the Pan-African Academy of Christian Surgeons (PAACS) at Soddo Christian Hospital, graduating in 2018. There, he found more than advanced surgical training. He found mentors who challenged him to pursue excellence, serve with compassion, and care for every patient as someone deeply loved by God.

Today, Dr. Gezahegn is living that dream.

Recently, a young man arrived at his hospital in septic shock after complications from surgery performed elsewhere. His family stood beside him, desperately hoping someone could save his life. By God's grace, the patient recovered and was soon walking, eating, and preparing to return home. In another case, an elderly woman who could not afford referral for specialized treatment received the surgery she needed locally. Before she was discharged, Dr. Gezahegn and his team prayed with her—a moment marked by a smile he says he will never forget.

Not every story ends this way. Limited resources, delayed presentations, and shortages of blood remain daily realities. Yet every patient strengthens the resolve of Dr. Gezahegn and the residents he now mentors. They are learning that excellent surgery requires not only skilled hands, but also wisdom, compassion, and unwavering faith in Christ.

Reflecting on his journey, Dr. Gezahegn asks, "Am I living my PAACS dream?"

"Yes. Yet I am still not satisfied. I always feel I could do more —serve more, pray more, teach more, and love more."

Through graduates like Dr. Gezahegn, the impact of PAACS continues to multiply. Every patient cared for, every resident mentored, and every prayer offered reflects the mission of preparing Christ-centered surgeons and related specialists who are transforming lives across Africa—one operation, one family, and one community at a time.



Gezahegn Tilahun, MD, FCS (ECSA), FACS
Program Director, General Surgery
Soddo Christian Hospital, Ethiopia

Governance and Accreditation



BOARD OF DIRECTORS

Officers



Michael Skinner, MD
Chair



Grace Kim, MD
Vice Chair



Elizabeth Drum, MD
Secretary



George Bayless III
Treasurer

Board Members

Ervin Barham
Community Representative

Rodger Barnette, MD
Representative of the Consortium of Residency Councils

Stephen Doane, MD
General Surgery Council Chair

Kevin El-Hayek, MD
Member-at-Large (GS)

Michael Langford, MD
Orthopaedic Surgery Council Chair

J. Kayle Lee, MD
Member-at-Large

Michael Miller, MD
Representative for the Consortium of Fellowship Councils

Mark Reeves, MD
LLU Representative

Jonathan Saxe, MD
Member-at-Large (GS)

Mark Snell, MD
Member-at-Large

Efeson Thomas, MD
Graduate Representative

William Wilson, MD
Spiritual Representative

King-David Terna Yawe, MD
African Representative

Ex-Officio

David Thompson, MD
PAACS Founder

Susan Koshy, JD, MPH
Chief Executive Officer

Keir Thelander, MD
Executive Vice President

Lee Sillin, MD
Governance Committee Chair

William Inabnet, MD
Program Committee Chair

Louis Pisters, MD
Past Chair

Built on a STRONG FOUNDATION

LEADERSHIP, PARTNERSHIP, ACCOUNTABILITY.

A SHARED COMMITMENT

PAACS is strengthened by a board of directors and other leaders who generously give their time, expertise, and prayer to advance the mission of this organization. Alongside the Board of Directors, 200 volunteers serve through 12 committees, nine councils, and two investigative task forces, providing guidance and accountability across the ministry.

Surgeons and related specialists, medical educators, administrators, and other professionals bring a breadth of experience to this work. Together, they help PAACS remain faithful to its Christ-centered mission while maintaining excellence in surgical and related specialty training.



200	12	9	2
Volunteers	**Committees**	**Councils**	**Investigative Task Forces**

ACCREDITED, ACCOUNTABLE, ADVANCING EXCELLENCE.

PAACS training programs are academically accredited through Loma Linda University, with additional regional and specialty accreditation through organizations including COSECSA, CANECSA, and ECSACOG. These partnerships provide external evaluation and help ensure PAACS training remains academically rigorous, regionally relevant, and responsive to the healthcare needs of Africa.

Administrative Team





Susan Koshy, JD, MPH
Chief Executive Officer



Keir Thelander, MD
Executive Vice President



Renee Fink, CPA
Chief Financial Officer



Christopher Moir, MD
Academic Dean



Drew Huang, MD
Assoc. Dir. of Education



Ed Scearce, ThM, DMin
Spiritual Dean



Robert Yanduya
Associate Spiritual Dean



Kathryn Chu, MD
Dir. of Research



Deborah Pedziwol,
Sr. Dir. of Partnership Development



Mahlet Solomon
Dir. of Partnership Development



Melissa Martin
Accounting Manager



Peggy Ndlovu
Executive Operations Coordinator



Amy Hewitt
Manager of Foundation Relations and Grant Development



Rachel Huth
Residency Coordinator



Thea Boerkircher
Communications Manager



Melissa Kaze Nshuti
Accounting Associate



David Thomas
Development Assistant



Terry Duffey
Administrative Assistant



Amanda Allen
Administrative Assistant

5-YEAR Strategic Plan 2026-2031 SUMMARY

The Pan-African Academy of Christian Surgeons (PAACS)' four strategic initiatives will guide the ministry as we strengthen spiritual discipleship, expand surgical and related specialty education, enhance organizational effectiveness, and deepen strategic partnerships across Africa.

1 Spiritual

Building upon PAACS' Biblical foundation, intentionally strengthen, engage, and fully integrate spiritual discipleship to permeate every facet of the ministry.

1. Elevate, grow, and maintain spiritual discipleship with equal emphasis to clinical training.

2. Fully integrate Saline Process evangelism training at every PAACS program site, equipping faculty and residents to confidently and compassionately share the Gospel.

3. Formalize a partnership with an Africa-based theological institution to confer diplomas or certificates for the PAACS Spiritual Curriculum.

4. Strengthen resident and faculty well-being through supportive resources, existing tools, and trusted relationships.

5. Review how the spiritual vitality of applicants is assessed and recommend changes to the application and selection processes.

2 Educational

Strengthen, diversify, and expand PAACS' surgical, anesthesia, and obstetrics and gynecologic (SAO) education by enhancing curriculum delivery, faculty development, and academic partnerships.

1. Elevate curriculum excellence through research training initiatives that equip trainees by promoting mentorship, faculty leadership, and scholarly activity.

2. Expand SAO training opportunities and establish Hubs of Learning.

3. Create lifelong learning opportunities for trainees, faculty members, and graduates.

3 Organizational

Strengthen and enhance the organizational effectiveness of PAACS—both its Board of Directors and Administration—to advance Spirit-led impact across Africa.

1. Review, refine, and clarify the PAACS governance structure for greatest organizational impact.

2. Identify and evaluate PAACS' current and projected administrative staffing needs based on Spiritual Development and SAO Education Initiatives and implement improvements to support organizational growth.

3. Strengthen PAACS' presence in Africa by establishing global staff on the continent.

4. Improve the efficiency and effectiveness of PAACS financial infrastructure.

5. Increase General Fund revenue by 50% to support sustainable ministry expansion.

4 Collaboration

Leverage and expand strategic partnerships and collaboration to advance PAACS' mission, foster innovation, and strengthen our collective impact on surgical and spiritual health throughout Africa.

1. Formalize strategic partnerships with five global organizations or foundations to foster innovation and introduce new technologies for clinical training and spiritual discipleship.

2. Partner with ministry organizations in regions being considered for PAACS expansion.

3. Strengthen alignment with COSECSA, WACS, CANECSA, ECSACOG, and similar bodies while maintaining PAACS' distinctiveness.

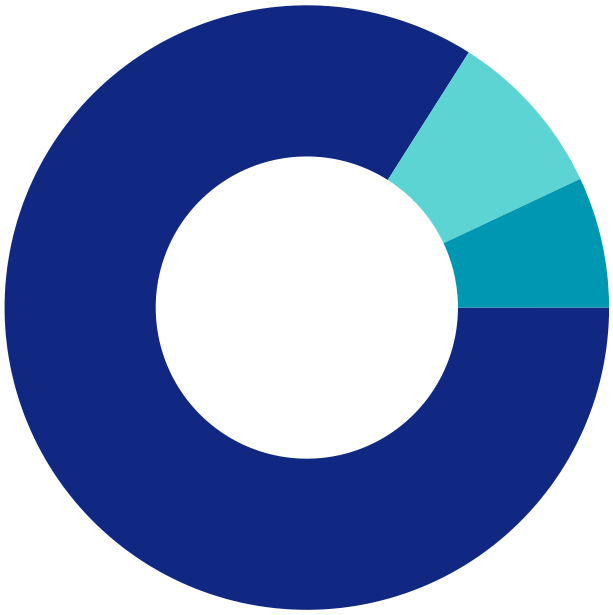
4. Leverage existing partnerships to work in unity and maximize ministry impact across Africa.

Faithful Stewardship.
Kingdom Impact.

Financial Stewardship

Expense Allocation

(% of total expense)
July 1, 2025 - June 30, 2026



- **84% Program Services**
- **9% Fundraising**
- **7% General/Administrative**

Stewardship for the Future

PAACS is deeply committed to honoring the sacrificial generosity of our donors through careful and faithful stewardship. We prayerfully budget for the needs of the ministry, manage resources responsibly, and seek to use every gift wisely for the purpose for which it was entrusted.

When a resident enters a PAACS training program, we make a multi-year commitment to support that surgeon's education. A general surgery residency requires five years of training. The number of residents and fellows in PAACS programs continues to grow by approximately 10% each year. Each new class therefore represents both an immediate need and a financial commitment extending several years into the future.

When God provides resources beyond our immediate needs, we steward those funds with the future in mind. As the number of residents we train and disciple continues to grow, so does our responsibility to ensure that we can sustain their training throughout the years ahead. Thoughtful financial planning allows PAACS to meet today's commitments while preparing responsibly for the growth God continues to provide. Continued donor support is essential—not only to educate today's residents, but also to provide the financial foundation needed to welcome and train the next generation of African surgeons.

84% | of PAACS expenses support TRAINING AND PROGRAM SERVICES

Your Generosity at Work

Understanding PAACS' Financial Picture

The Value of Donated Expertise

PAACS benefits significantly from the generosity of visiting faculty who donate their time and professional expertise to provide surgical and specialty training to residents and fellows at PAACS training sites and educational events throughout Africa.

In 2025–2026, the value of these donated professional services totaled $2.97 million. In accordance with accounting standards, the value of these contributed services is recognized in both revenue and expenses and is included in PAACS' reported financial results.

Looking Ahead

2026–2027 Budgeted Expenses: $5.85 million
Increase Over Prior-Year: More than $930K
Annual Increase: Almost 20%

Growth in PAACS training programs brings with it a growing financial commitment. The 2026–2027 budget reflects the increasing resources required to train and support a growing number of residents and fellows while fulfilling the commitments already made to physicians in training.



Financial Accountability

PAACS undergoes an independent financial audit each year.
Our audited financial statements and IRS Form 990 are available on the PAACS website or by contacting the Chief Financial Officer.

Questions

Renee Fink, CPA
Chief Financial Officer
renee.fink@paacs.net

Prayer



Prayer is the foundation of the ministry of PAACS. Across countries, continents, and time zones, the PAACS family comes together to seek God's guidance, give thanks for His faithfulness, and intercede for residents, fellows, graduates, faculty, patients, and our donors.

A FOUNDATION OF PRAYER

3
TIMES

GLOBAL DAY OF FASTING AND PRAYER

Three dedicated times of global fasting and prayer bring the PAACS family together to seek the Lord and pray for the ministry and those it serves. These special times allow us to pause, seek God's guidance, and place the needs and future of PAACS before Him.

30
DAYS

JUNE PRAYER CARD

PAACS intentionally spends 30 days praying for the faithful donors whose prayers and generosity make this ministry possible.

5
DAYS
A WEEK

WEEKLY PRAYER

PAACS prayer calls are held five days a week, creating a regular time for team members across continents to come together to seek God and pray for the needs of the ministry, including our residents, fellows, graduates, faculty, and one another.

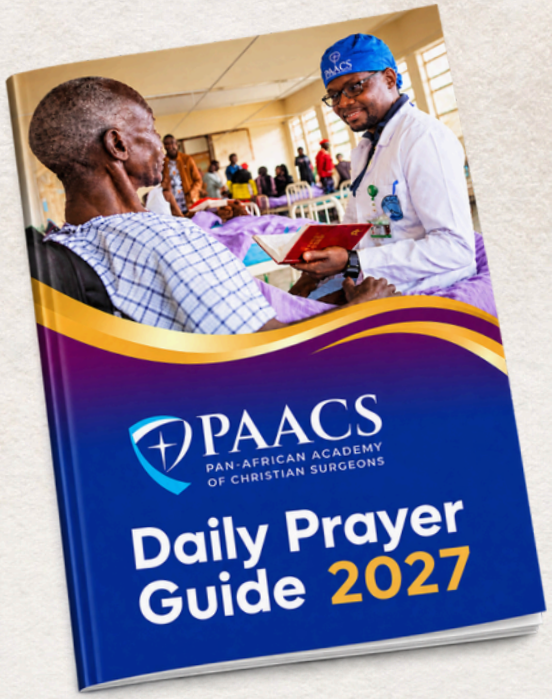
9
MONTHS
A YEAR

MONTHLY PRAYER CALLS

The broader PAACS family gathers monthly to pray together for the ministry, its people, and God's continued direction.

A YEAR OF PRAYER FOR AFRICA

The annual PAACS Prayer Guide connects supporters with residents, fellows, graduates, faculty, programs, and faith-based hospitals across Africa, providing specific opportunities to pray throughout the year.



"The LORD is near to all who call on Him, to all who call on Him in truth." Psalm 145:18 (NIV)

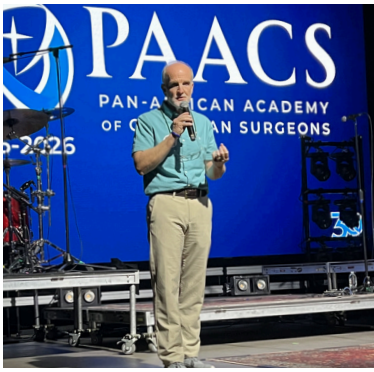
A NIGHT OF WORSHIP
a Legacy of Impact



On June 20, 2026, PAACS celebrated 30 years of God's faithfulness with an unforgettable evening featuring Big Daddy Weave at New Hope Christian Church in Whitestown, Indiana. More than 325 people gathered for a night of worship and fellowship, with over 70% attending a PAACS event for the first time.

The evening was more than a celebration. It introduced new friends to the mission of PAACS and provided an opportunity to invest in the training and discipleship of African surgeons and related specialists. Through the generosity of those who attended and gave, the celebration became another meaningful part of God's provision for the work continuing across Africa.





Thank You
to Our Partners!

Behind every story of healing and hope are faithful partners—churches, organizations, and individuals whose generosity, prayers, and encouragement help sustain the mission of PAACS. While only some are pictured here, the impact of their partnership reaches across Africa.

Mercy Ships · MedSend · SIM · MADALA · CMDA Christian Medical & Dental Associations · cure · Serge · SOMA Foundation · Hope Walks · Mobilizing Medicine & Missions · Hope for Our Sisters, Inc. · College of Surgeons East, Central & Southern Africa · CANECSA · ECSACOG · CAAP Christian Academy of African Physicians · Loma Linda University · MBF · chsc Christian Health Service Corps · Samaritan's Purse International Relief · African Mission Healthcare

Publications

We share stories and updates that reflect what God is doing through PAACS across Africa and keep the PAACS family connected to the ministry.

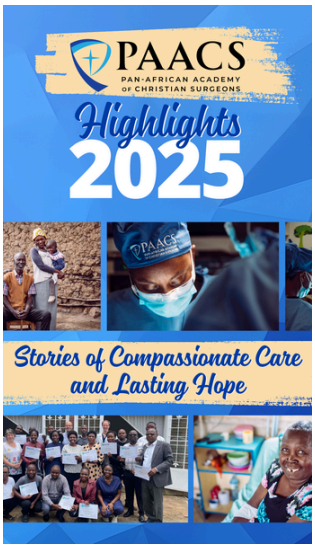


Two New PAACS Videos





Highlights



Alumni Newsletter



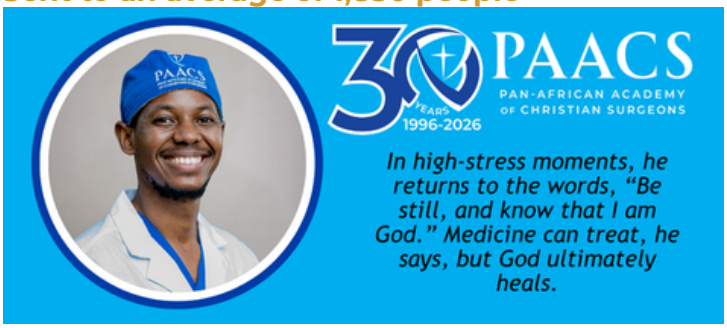
Monthly Bulletin

Sent to an average of 2,525 people



Resident Profile

Sent to an average of 1,850 people



Find the latest publications and events on the PAACS website.

www.paacs.net

Faith Expressed
Through Compassionate Care
Graduate Testimony

She Walked Back In

Dr. Marvin Wekesa
Head of the Orthopaedic Department
Isiolo County Referral Hospital, Kenya
2020 PAACS Orthopaedic Surgery Graduate

A mother carrying the responsibility of providing for her children came to Dr. Marvin Wekesa, a 2020 PAACS Orthopaedic Surgery graduate from Tenwek Hospital, after a motorcycle accident had changed her life. A severe ankle injury left her living with chronic pain and unable to work. Separated from her husband and responsible for supporting her family, she had spent much of her savings searching for relief through both conventional and traditional treatments. By the time she came to Dr. Wekesa, **the injury had affected far more than her ability to walk.** Her livelihood and her family's well-being were also at stake.

Dr. Wekesa was moved by her situation, but he was not certain how much could be done. Her ankle was badly damaged and chronically infected. As he listened to her story, he was overwhelmed with compassion. Scripture reminded him of Christ's call to love and serve those in need, compelling him to demonstrate that love through the care he could provide. Though he could not promise what the outcome would be, he wanted her to know she had not been forgotten. After discussing the limited options available, he prayed with her and performed a procedure intended to control the infection and provide temporary relief. She was asked to return for follow-up care, but the weeks passed without any word from her.

Four months later, a familiar face appeared at the clinic. **She walked back in.**

To Dr. Wekesa's surprise, she was walking without support and bearing her full weight on the injured leg. The infection had cleared, her ankle had fused, and the pain that had kept her from working for over two years was gone. By that visit, she had already been able to return to some of her work. But for this mother, what had happened was about more than her physical recovery. She told Dr. Wekesa that she believed her healing was an answer to the prayer they had shared before her surgery.

Her experience also brought spiritual renewal. She became a committed member of her local church and began openly sharing with others what the Lord had done in her life. The woman who had once arrived burdened by pain and uncertainty walked back into the clinic with renewed strength, restored hope, and a testimony to share.

For Dr. Wekesa, moments like this are a reminder of why surgical skill and faith are inseparable in the way he serves. Now Head of the Orthopaedic Department at Isiolo County Referral Hospital, he continues to carry with him what PAACS training instilled: caring for the whole person and recognizing that while surgeons provide care, God is ultimately the One who heals.



"It is very humbling and makes me grateful when the Lord ministers His healing through my hands. What a great God we serve."

Dr. Marvin Wekesa

2026 Alumni Survey
The Impact Continues

Our alumni are making a difference every day—providing compassionate surgical care, sharing God's love, and strengthening healthcare across Africa.

ESTIMATED ANNUAL IMPACT OF ONE PAACS GRADUATE

2,445	653	255	95.1%	73.5%
PATIENTS SEEN per graduate/year	**SURGERIES PERFORMED** per graduate/year	**PEOPLE HEAR THE GOSPEL** per graduate/year	**TRAIN AND MENTOR OTHERS**	**DISCIPLE OTHERS**

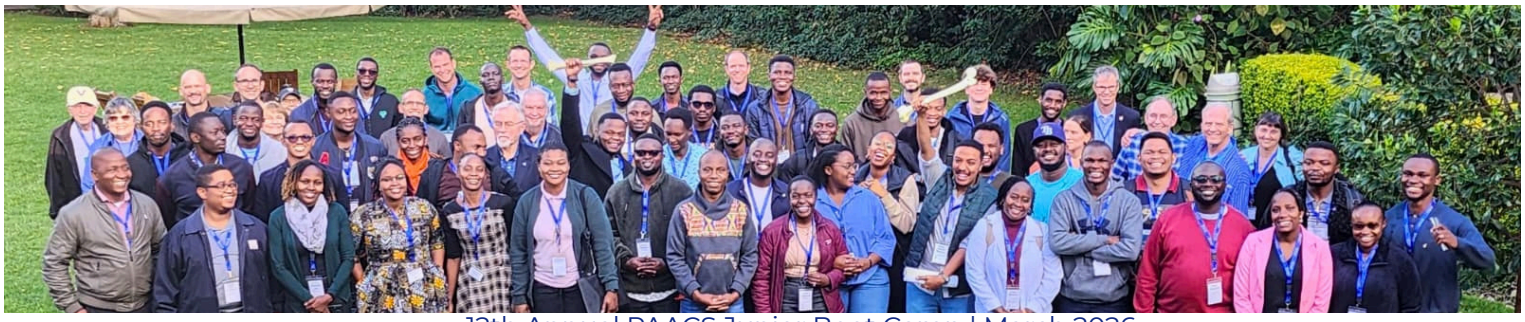
102 Alumni Responded | 48.8% Response Rate

These numbers are self-reported estimates provided by alumni respondents based on survey questions. They reflect respondents' best estimates and are not independently verified.

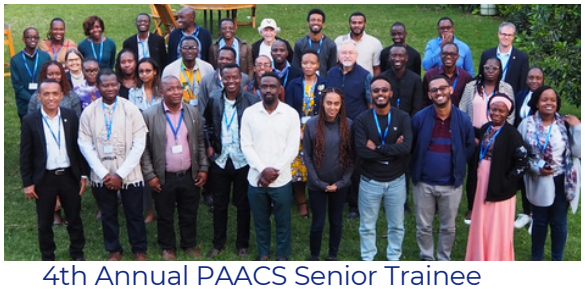


FACES OF PAACS

Residents — Training Today for Tomorrow



12th Annual PAACS Junior Boot Camp | March 2026



4th Annual PAACS Senior Trainee Conference | October 2025



Orthopaedic Residents Receive Lead Aprons | December 2025



First Saline Process Training at Mbingo Baptist Hospital | February 2026

Graduates — Equipped to Serve



PAACS' First Anesthesiology Graduates Celebrate CANECSA Fellowship | November 2025



Celebrating PAACS' Graduates | December 2025

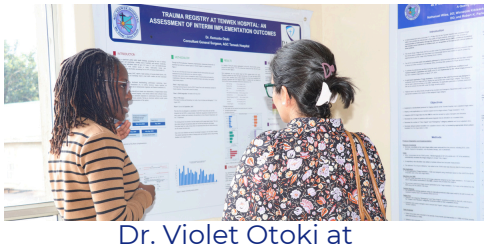


Dr. Peter Opondo Ouma's PAACS General Surgery Graduation AIC Litein Hospital | February 2026

Faculty — Mentoring • Teaching • Discipling



PAACS Faculty Gather for Prayer at Junior Boot Camp | March 2026



Dr. Violet Otoki at Tenwek Research Day | April 2026



Faculty Development Conference September 2025 | Dr. Zach O'Connor



PAACS
PO Box 735262
Dallas, TX 75373-5262
www.paacs.net

Give Online