



Mercy Ships Canada
2025 Annual Report



Chair and Executive Director Letter

To our valued supporters,

Thank you for navigating this past year with us.

As we reflect on 2025, what stays with us most is the strength and generosity of this community, and the impact we are able to have together. Across Canada, individuals have offered their time and support in meaningful ways, helping bring care, dignity, and hope to patients and health systems in underserved regions of Africa.

We are grateful to share this work with you.

Over the past year, Canadians have contributed to expanding access to safe surgical care in both practical and deeply human ways. A growing number of volunteers offered their time and expertise—serving onboard the *Global Mercy* and *Africa Mercy*, caring for patients throughout their surgical journey, and working alongside local health professionals in a spirit of mutual respect and learning. Much of this work happens quietly, but its impact is lasting.

At the centre of each volunteer's contribution is a simple decision: to care for another person, and to place one's skills in service of something beyond oneself. Taken together, these individual choices help shape change that is steady, tangible, and enduring. We continue to be moved by the humility and commitment of those who serve in this way.

We have also seen the continued dedication of supporters across Canada. Many of you have been part of this work for years, offering steady and thoughtful support that allows it to continue. Others have joined more recently, drawn by the conviction that access to safe surgical care should not depend on where someone lives.

What connects us is more than compassion alone. It is a shared understanding that every person deserves dignity and care. To those who have supported this work over many years, thank you for your trust and your presence. To those who are newer among us, we are grateful you have joined us — merci sincèrement de votre engagement.

This work is sustained over time through relationships—through trust, consistency, and a shared sense of purpose. There is also a quiet strength within this community: a willingness to give without recognition, and to stand alongside others, even from a distance. It is this spirit that continues to guide what we do.

The need for safe surgical care remains significant, as does the opportunity to respond with care, clarity, and respect. In the year ahead, we will continue to listen, to strengthen partnerships, and to focus our efforts where they can make a meaningful difference.

In the end, this work is carried forward by people—those who give, those who serve, and those who hold firmly to the belief that every person matters.

To each of you, thank you. It is a privilege to witness the many ways Canadians continue to care for others, near and far, guided by a shared sense of humanity — ici comme ailleurs.

With sincere appreciation,

Alain-Michel Sékula

Alain-Michel Sékula, MBA, CMC, Colonel (Honoraire) FAC-CAF
Board Chair, Mercy Ships Canada

Darryl Anderson

Darryl Anderson, MBA
Executive Director, Mercy Ships Canada

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2025 Performance Overview

Anchored in Purpose, Sailing Toward Growth



What does it mean to move forward with purpose?

At the outset of 2025, Mercy Ships Canada set out with a clear sense of direction. Through its strategic plan, Anchored in Purpose, Sailing Toward Growth, the organization committed itself to three interconnected priorities: expanding its contribution to global programs, strengthening volunteer engagement, and building a more resilient financial foundation.

These priorities were not theoretical. They were grounded in the realities of how the Mercy Ships model works—where funding, people, and partnerships must move together if meaningful and lasting impact is to be achieved.

Looking back across the year, what becomes visible is not a series of isolated achievements, but a pattern of steady headway. Across each priority area, progress has been made—not always in straight lines, and not without constraint—but with a growing clarity about how to align effort with opportunity.

This year has been a year of gaining ground—carefully, deliberately, and with increasing discipline.

How does this work, in practice?

Behind the visible work lies a structure designed to keep everything steady and aligned.

Mercy Ships Canada is one of sixteen national offices, each contributing to a shared mission. Within Canada, this includes engaging donors and volunteers, supporting their involvement, and directing resources toward global programs.

These contributions are governed through a Joint Programs Agreement with Mercy Ships International, ensuring that they are used exclusively for charitable purposes.

In 2025, Mercy Ships Canada's contributions included \$2,958,117 in donated volunteer services, alongside financial investments in volunteer support, program delivery, and operational needs.

Together, these form a system in which financial resources and human expertise move in concert—each strengthening the other, each essential to sustaining the work.

Before looking more closely at what unfolded in 2025, it helps to understand how this work comes together.

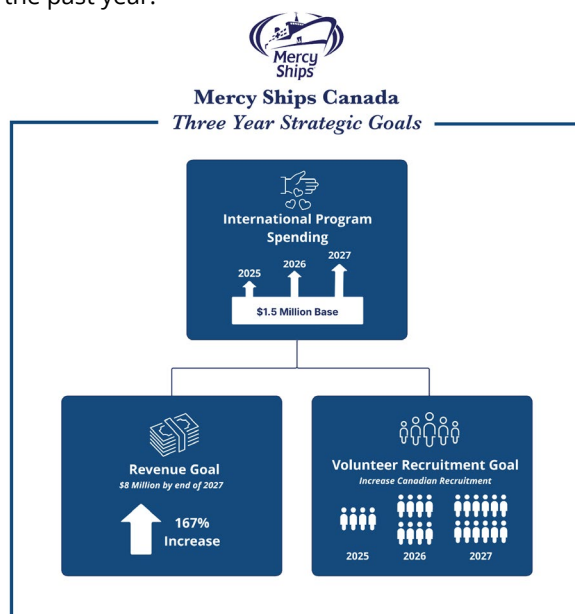
Mercy Ships does not operate as a single stream of activity, but as a connected model—one that brings together financial support, professional expertise, and long-term partnerships to deliver surgical care and strengthen health systems over time.

Contributions made in Canada—whether through giving or service—become part of a wider effort coordinated globally.

Hospital ships provide a platform for care, while volunteers and local professionals work side by side. At the same time, training, mentoring, and collaboration help ensure that what begins during a field service continues long after.

Each part of this model depends on the others. And it is through this integration that both immediate care and longer-term capacity can be delivered together.

What follows in this report reflects how that model took shape over the past year.



How does Mercy Ships Canada create value?



Volunteer Engagement
Mobilizing Canadian volunteers



Direct Medical Services
Providing free surgeries, dental care, and eye care



Education & Training
Mentoring local healthcare professionals



Medical Infrastructure
Enhancing facilities and supplying medical equipment



The Mercy Ships Canada Global Surgery portfolio focuses on direct medical services and equipment, healthcare support services, infrastructure, education, training, and advocacy initiatives.

Expanding Impact of Global Surgical Initiatives

What does it take to expand impact in a way that lasts?

At one level, the answer might seem straightforward: increase funding, approve more projects, extend reach. But experience continues to show that impact is not created by scale alone. It depends on alignment—between resources, readiness, and the realities of each context in which work takes place.

Increasing international program investment remained a central priority in 2025. Over the course of the year, Mercy Ships Canada advanced four international projects, representing more than \$700,000 in commitments. Total program-related expenditures exceeded \$780,000.

These results reflect forward movement, but they sit within a broader pattern shaped by careful decision-making. Not every potential project moved forward. Timing considerations, project requirements, and conditions on the ground all played a role in shaping which opportunities were pursued and which were deferred.

This discipline reflects a deeper shift in how impact is understood. Rather than focusing solely on volume, attention is given to fit—ensuring that each investment connects meaningfully to the systems it is meant to support.

In this way, expanding impact becomes less about doing more, and more about doing what matters most—at the right time, in the right way, and in partnership with those who are already working to strengthen care within their own contexts.



2025 Canadian Projects



Operating Room Medical Equipment Project

🇨🇦 CANADIAN PROGRAM

The Operating Room Medical Equipment Project supports the continued development and operational readiness of the *Global Mercy* by equipping its six onboard operating rooms with essential surgical equipment, including operating tables, anesthesia machines, and related tools. By strengthening the ship's surgical capabilities, this Canadian project helps Mercy Ships provide safe, high-quality surgical care to patients in low-resource settings across Africa, while supporting increased hospital utilization and future field service missions. Beyond expanding access to life-changing surgeries, the project contributes to stronger healthcare systems through specialized care, training opportunities for local medical professionals, and a continued commitment to patient safety, crew wellness, and long-term healthcare impact.



Medical Air Compressor

🇨🇦 CANADIAN PROGRAM

The Medical Air Compressor Project strengthens the surgical capacity and long-term operational sustainability of the *Global Mercy* by ensuring a reliable supply of high-quality medical air throughout the ship's operating rooms. This essential system powers critical equipment such as anesthesia machines, surgical tools, and oxygen generators, creating a safe environment where volunteer medical teams can provide free, life-changing surgeries without preventable delays. By investing in this vital infrastructure, this Canadian-supported project helps Mercy Ships expand access to safe surgical care for patients in low-resource settings across Africa, while supporting patient safety, crew effectiveness, and the continued delivery of hope and healing for years to come.



Gangways Project

🇨🇦 CANADIAN PROGRAM

The Gangway Project supports the continued operation of the *Africa Mercy* by providing safe, reliable access for patients, caregivers, volunteer crew, and essential services. As the first step aboard the hospital ship, the gangway represents the beginning of a patient's journey toward healing, while also serving as a critical piece of infrastructure for daily operations. Through this Canadian-supported project, Mercy Ships is improving safety, efficiency, and accessibility with an upgraded main entrance platform and additional emergency access point, helping ensure patients can continue receiving free, life-changing surgical care in low-resource settings across Africa with dignity and confidence.



Seawater Intake Valves

🇨🇦 CANADIAN PROGRAM

Seawater Intake Valves Project supports the continued operation of the *Global Mercy* by strengthening the essential systems that keep the hospital ship running safely and reliably. Though often unseen, these valves play a critical role in maintaining onboard operations by regulating seawater flow, supporting key machinery, and helping ensure the vessel remains ready to provide care. Through this Canadian-supported project, Mercy Ships is investing in the infrastructure needed to sustain free surgical services in low-resource settings across Africa, allowing volunteer medical teams to focus on delivering safe, life-changing care to the patients who need it most.

Scaling Up for Sustainable Growth

Who carries the work forward once the path is set?

If program investment defines direction, volunteer engagement determines what becomes possible. Mercy Ships has always relied on people who choose to serve—not as an addition to the model, but as its foundation.

In 2025, 122 Canadians served across 144 volunteer roles. This reflects continued progress toward engagement goals, but more importantly, it reveals a system that is becoming more coordinated and more capable over time.

Behind each volunteer is a structure that continues to evolve—recruitment that is more targeted, preparation that is more intentional, and support that enables individuals to contribute effectively in complex environments.

The impact of this can be seen in both scale and substance. Volunteer contributions increased significantly, and the estimated value of professional services reached nearly \$3 million. The return on investment in the volunteer program also improved, highlighting the efficiency of a model built on skilled service.

Yet the significance of this work extends beyond numbers. Volunteers bring not only time, but expertise—clinical, technical, and operational—that allows Mercy Ships to deliver care at a level that would otherwise be difficult to achieve.

This is what sustains the model: a community willing to step forward, bringing what they know into service of others.



Francophone Market Development – Building a Durable Presence

What does it mean to build presence rather than simply extend reach?

Mercy Ships Canada's engagement with Francophone communities has developed gradually, shaped by relationship rather than transaction. Over time, what began as translation has evolved into something more grounded—ongoing connection with institutions, professionals, and networks across Quebec and Francophone Canada.

In 2025, this work deepened in tangible ways.

A significant milestone was reached through collaboration with the Université de Sherbrooke. A cohort of nursing students completed clinical placements aboard the *Africa Mercy*, accompanied by a faculty member. This experience created a meaningful link between Canadian healthcare education and global surgical delivery, while also establishing a model that can be repeated and expanded.

At the same time, partnerships continued to grow with universities, professional organizations such as the OIIQ, and broader Francophone networks. Participation in events such as the SIDIEF World Congress and Journées Montfort strengthened Mercy Ships Canada's standing as a credible and engaged partner.

Volunteer engagement reflects this same trajectory. Participation from Francophone regions has increased steadily—from early stages just a few years ago to a growing and engaged cohort today.

Communications have also evolved. Rather than translating existing narratives, increasing emphasis is placed on telling stories that originate within Francophone communities—stories that feel authentic, recognizable, and connected to lived experience.

Taken together, these efforts are building something that extends beyond visibility. They are shaping a presence that is relational, durable, and positioned for long-term growth.

Revenue Sustainability & Programmatic Work

What sustains the journey over time?

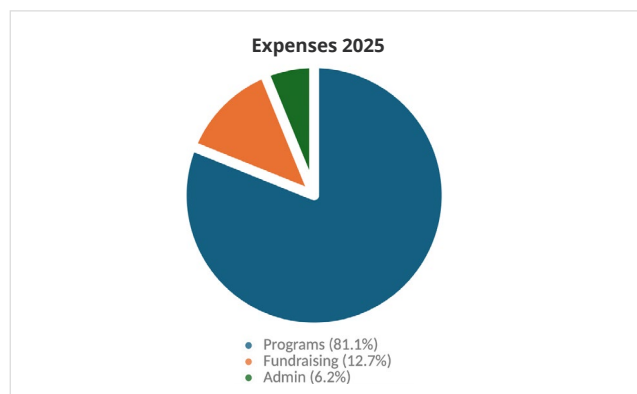
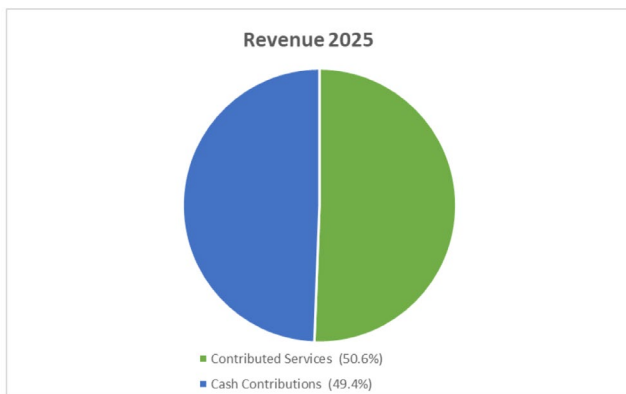
Financial results in 2025 reflect both stability and transition. Total revenue reached \$5,845,254, with \$2,887,137 received as cash contributions. While overall revenue fell below target, this outcome was shaped primarily by structural factors—including the absence of large equipment-based projects and shifting fundraising dynamics—rather than a decline in support.

In fact, several key indicators point toward continued strength. The number of active donors increased, total gifts rose, and contributions from individuals and families grew meaningfully.

These patterns suggest a base of support that remains steady and engaged, even as external conditions evolve.

Alongside financial contributions, volunteer service represents a second and significant stream of value. The estimated value of contributed professional services reached \$2,958,117, reflecting the expertise and commitment of those who choose to participate directly in the work.

Over time, these two streams—financial and volunteer—work together. One enables the other. Together, they support a model that is both resilient and capable of growth.



At the end of 2025 total cash and cash equivalents was at \$1,789,910 (2024: \$2,199,031).

Expenses

The material below will provide insights into our total expenses, charitable program activities and total program spending on direct medical services and education, training and advocacy.

Total Expenses

Mercy Ships Canada's total expenditures were \$6,178,272 (2024: \$4,547,669). Most of these resources supported our charitable programs, which accounted for 81 percent of total spending (2024: 74 percent), representing an increase of seven percent.

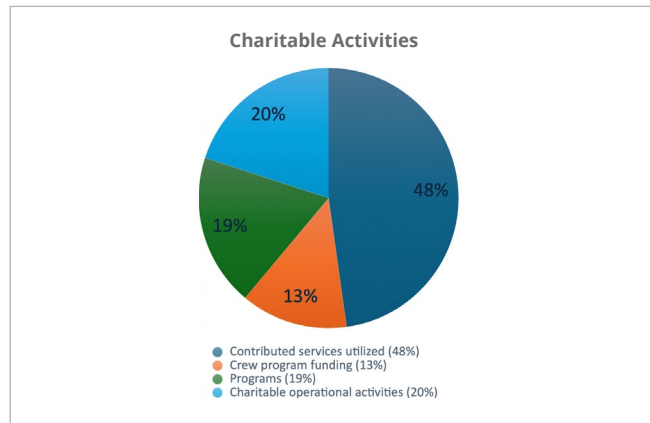
This change in charitable spending compared to the previous year is due in part to the timing of project opportunities in relation to our work with Mercy Ships International. It reflects our ongoing commitment to respond to mission priorities as they arise.

Expenditures for fundraising accounted for 13 percent, while administration represented six percent. These costs help ensure that our programs are well supported, responsibly managed, and able to continue bringing hope and healing.

Charitable Program Activities

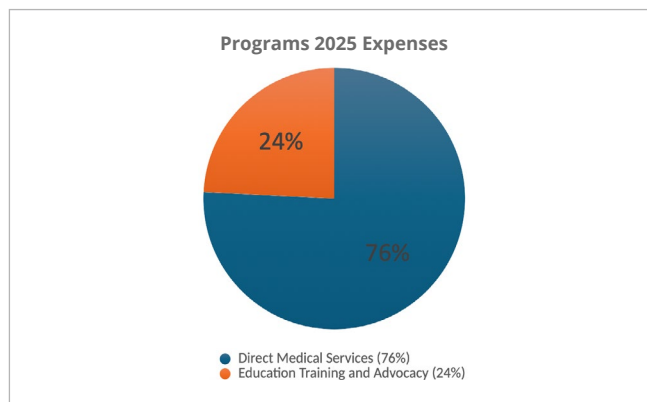
A summary of the Mercy Ships Canada charitable program activities is summarized in the table below.

Expenditure on Charitable Activities		
Direct Medical Services	Contributed services utilized	\$2,958,117
Direct Medical Services	Volunteer crew program funding	\$490,926
Direct Medical Services	Programs	\$776,739
Direct Medical Services	Charitable operational activities	\$785,552
Total		\$5,011,334



Total Program Spending on Direct Medical Services and Education, Training and Advocacy

In 2025, 76 percent of our programs expenses were for Direct Medical Services and 24 percent were for Education, Training and Advocacy.



Governance and Organizational Strength

What holds the work steady as it grows?

Behind every program, every volunteer deployment, and every financial decision is a framework designed to ensure accountability and alignment.



In 2025, Mercy Ships Canada reaffirmed its commitment to governance through successful reaccreditation with Imagine Canada. This reflects adherence to established standards in financial accountability, transparency, and organizational management.

Board renewal and a shared commitment with management to strengthened oversight practices also contributed to this foundation, ensuring that leadership remains both responsive and equipped to guide the organization through changing conditions.

These elements are not always visible—but they are essential. They create the stability that allows the organization to move forward with confidence, ensuring that trust is maintained and that resources are stewarded responsibly.

Navigating a Changing Environment

What does it take to remain steady in changing conditions?

The broader environment in which Mercy Ships Canada operates continues to evolve. Economic pressures, shifting donor expectations, and internal transitions within Mercy Ships International have all contributed to a landscape that requires careful navigation.

Through this, the organization has demonstrated resilience.

Volunteer engagement has continued to grow. Revenue has remained stable. Program activity has progressed in alignment with available opportunities.

This consistency reflects more than adaptability. It reflects systems that have matured over time, relationships that have deepened, and a clarity of purpose that allows the organization to move forward without losing direction.

Going Concern

We have presented earlier the financial performance for the year, together with our cash and cash equivalents position at year-end. Based on this review, we believe the charity has adequate financial resources and appropriate structures in place to manage business risks. Our budgeting and forecasting processes have considered the current economic climate, including its potential impact on both revenue streams and expenditures. As a result, we have a reasonable expectation that the charity has sufficient resources and control mechanisms to continue its operations for the foreseeable future.

Furthermore, management is not aware of any material uncertainties that would cast significant doubt on the charity's ability to continue as a going concern. Accordingly, the financial statements have been prepared on a going concern basis.

The financial summary below is based on the data contained in our 2025 Financial Statements audited by KPMG and available on the Mercy Ships Canada (MSCA) website: <https://mercyships.ca/en/how-we-help/annual-reports/#annualreports>.

Risk Management

The risks faced by the charity are documented in an enterprise risk register, which is reviewed periodically by the Finance and Audit Committee and the Board. The register considers several key perspectives, including risks related to revenue, donor growth, and cost efficiency. It also addresses risks involving volunteers and donors, as well as human resources, organizational development, compliance, and internal business processes.

The Finance and Audit Committee also oversees our banking arrangements, with a focus on liquidity and the preservation of capital. Fundraising efforts are directed across a range of segments and levels to help reduce the potential impact of a downturn in any one area.

Mercy Ships International communicates its operating plans regularly to Mercy Ships Canada to support alignment in volunteer crew staffing needs and program activities. A Joint Programs Committee, consisting of Directors of Mercy Ships Canada, the Executive Director, and senior staff from Mercy Ships International, reviews potential projects and helps ensure that appropriate funding sources are in place.

The Directors of Mercy Ships Canada believe that appropriate policies and procedures are in place to manage day-to-day risks. They also believe that key financial systems and internal controls are appropriate for an organization of this size and complexity. The overall financial and operational control environment is regularly reviewed by the Associate Manager, Accounting and Finance; the Director, Programs, Business Operations & Risk; and the Executive Director, with reports provided to the Finance and Audit Committee and, in turn, to the Board.

Understanding Impact – Beyond Immediate Measures

How should impact be understood in work of this kind?

It is natural to look first at what can be counted—procedures completed, patients served, funds deployed. These measures matter, and they provide an important view of activity.

At the same time, they capture only part of the picture.

Improving access to surgical care requires more than isolated interventions. It depends on strengthening systems—developing skilled professionals, supporting institutions, ensuring infrastructure and supply continuity, and building partnerships that endure over time.

This perspective shapes how Mercy Ships Canada approaches its work.

Programs are designed in collaboration with local and national partners. Training efforts are integrated into service delivery. Investments are assessed not only for immediate output, but for how they contribute to long-term system capacity.

In this context, impact is not only measured in what is delivered, but in what continues—through stronger systems, greater local capability, and increasing access to safe care over time.

Looking Ahead

What lies ahead on this course?

As Mercy Ships Canada moves forward, it does so with growing clarity about how its work creates value.

Progress in 2025 reflects advancement across each strategic priority: expanded program investment, strengthened volunteer engagement, and a stable financial base. At the same time, the path ahead requires continued balance.

Growth must remain aligned with capacity. Opportunity must be matched with readiness. Partnerships must continue to be developed with care and respect.

The need for surgical care remains significant. So does the opportunity to respond. And so, the work continues—guided by purpose, carried by people, and sustained through partnership.



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Appendix

*Understanding the Mercy Ships
Model in Action*



What would it take to bring safe surgery within reach?

For millions of people around the world, access to safe surgical care is not simply a matter of distance—it is shaped by limits in infrastructure, training, and resources that place even the most basic procedures out of reach.

Mercy Ships begins from this reality. Not with a single intervention, but with a deeper question: what would it take to close that gap in a way that honours the dignity of every person and every community?

For people connected to Mercy Ships Canada, the answer gradually comes into view. It is not only about delivering care, but about building a pathway—one that brings people, resources, and expertise together and carries them, step by step, to where care is needed most.

Through Mercy Ships Canada (MSCA), Canadians become part of that movement. Donations and volunteer service are not endpoints; they are the point of departure in a much longer journey, one that stretches across oceans and into partnerships grounded in respect, collaboration, and shared purpose.



What follows is an invitation to come aboard and see how that journey unfolds.

Care is delivered. Knowledge is shared. Systems are engaged.

In 2025, this took shape through thousands of surgical and dental procedures, alongside extensive training and education for healthcare professionals across multiple countries. These activities are reported in numbers—but their meaning extends beyond what can be counted.

They represent a model that works in two directions at once.

On one hand, it responds to immediate need—restoring health, improving quality of life, and addressing conditions that would otherwise remain untreated. On the other, it contributes to something longer-term—strengthening the capacity of local systems to provide care independently.

This dual approach shapes how impact is understood.

It is not only about what is done during a particular field service, but about what continues afterward—through strengthened skills, improved systems, and relationships that remain in place.



The role of volunteers is central within this model. Professionals from a wide range of disciplines bring their expertise into service, not only delivering care but helping to sustain the systems that make that care possible. Their contribution extends capacity in ways that would be difficult to replicate through financial means alone.

At the same time, financial support provides the structure that holds everything together—enabling the operation of ships, the delivery of programs, and the coordination required to connect each part of the system.

Together, these elements form a model that is both complex and coherent.

Each part depends on the others. Each reinforces the whole.

And underlying it all is a guiding principle: that care should be delivered in a way that honours the dignity of every person and every community involved.

This means working in partnership, aligning with national priorities, and recognizing the strengths that already exist within the systems being served. It means approaching the work not as something done for others, but as something carried out alongside them.

In this way, the Mercy Ships model reflects an approach that extends beyond technical delivery. It is grounded in relationship, shaped by service, and sustained through collaboration.

Understanding this model provides a fuller picture of what Mercy Ships Canada contributes to each year—not only the activities it supports, but the connections it helps make possible, and the impact that continues beyond what can immediately be seen.

If you were to trace a single gift, where would it carry you?

A gift made in Canada is received and stewarded by Mercy Ships Canada. Here, it is prepared for what comes next. Volunteers are equipped for service. Funding is directed toward clearly defined Mercy Ships Canada Board priorities.

From there, it joins a wider current, flowing into the global work of Mercy Ships International (MSI).

MSI carries these resources forward—into ship deployments, into long-standing relationships with ministries of health, and into programs carefully aligned with national priorities. By the time a hospital ship comes into port, that original contribution has already taken on new form. It is present in volunteers who serve the patients, in the equipment prepared for use, and in the partnerships ready to receive it.

And it does not stop there. It moves onward—through each surgery, each training session, each moment of collaboration—continuing to create impact far beyond its point of origin.

Why set sail with a hospital ship?

Across many of the regions where Mercy Ships serves, healthcare systems operate under significant constraints. Facilities may be limited, surgical environments inconsistent, and demand often exceeds available capacity. A hospital ship provides something that can be difficult to sustain on land alone: a stable, fully equipped setting where care can be delivered safely and reliably. At the same time, the ship becomes a place of connection.

Local healthcare professionals and international volunteers work side by side. Training takes place in real time. Knowledge is shared, refined, and carried outward into local practice.

This approach reflects a deeper principle: care is most effective when offered in partnership, and lasting change grows through collaboration that respects and strengthens existing systems. Operating such vessels requires considerable effort—advanced equipment, disciplined logistics, and careful coordination—but these demands are held in balance by what the ships make possible.

Who forms the crew behind this work?

No hospital ship moves without its crew, and in Mercy Ships, that volunteer crew extends far beyond what can be seen on deck.

The work is carried by a global community of volunteers—professionals who bring the depth of their experience into service. Surgeons, nurses, engineers, technicians, maritime crew, cooks, and support staff each take their place within a shared mission.

In 2025, 122 Canadians served in this way. Some committed to extended periods, even relocating their families. Others joined for shorter terms, stepping in where their skills were most needed. Each contribution, whether measured in months or weeks, became part of a larger whole.

The value of this service can be expressed in practical terms: Canadian volunteers contributed an estimated \$2,958,117 in professional services during the year.

For every dollar invested in supporting this volunteer program, approximately \$6.03 was returned in donated expertise.



Beyond the numbers, this reflects a model grounded in shared commitment—where people do not simply support the work from a distance, but step into it, offering their knowledge, their skills, and their presence.

When the ship comes into harbour, what unfolds?

The arrival of a ship marks a visible moment, though the work has already been in motion.

In 2025, that work resulted in 6,860 surgical procedures and 31,863 dental procedures, serving 9,671 patients.

Each number reflects a person whose access to care shifted—from uncertainty to treatment, from waiting to being seen and served.

At the very same time, another stream of activity continues alongside the clinical work. Healthcare professionals from across the region are engaged in learning—observing, participating, and strengthening their own practice.

During the year, 1,061 professionals from eighteen countries took part in training programs, supported by more than 305,000 hours of education and mentorship.

Care and training move forward together. Each reinforces the other. Every surgical case becomes not only an act of healing, but also a moment where knowledge is shared and capacity grows.

What is left in the ship's wake?

As a ship prepares to depart, the question naturally arises: what remains?

The answer is found not in a single outcome, but in what has taken root.

Skills have been strengthened. Relationships have deepened. Systems have grown more resilient, often in ways that continue to unfold over time.

Partnerships with local institutions help ensure alignment with national priorities. Training supports healthcare professionals in continuing their work within their own communities. Engagement with regulatory systems reinforces safety and standards.

Strong governance practices support trust and accountability.

These are not temporary gains. They contribute to a longer horizon—one in which access to safe surgical care becomes more widely available through locally led systems.

This approach reflects a commitment to honour the inherent dignity of every person and every nation—working not to replace, but to support, strengthen, and serve alongside.

And the horizon ahead?

Even as progress is made, the scale of the need remains significant.

An estimated five billion people lack access to safe, timely surgical care, with the burden particularly acute in Sub-Saharan Africa.

This reality does not diminish what has been achieved—it clarifies why the work continues.



A final reflection

Many first encounter Mercy Ships through a single moment—a ship in harbour, a patient receiving care, a volunteer stepping forward to serve.

These moments matter. They often mark the beginning of a deeper understanding.

Over time, a broader picture comes into view. One where each moment is connected to something larger—a coordinated effort shaped by partnership, sustained by generosity, and guided by a commitment to serve in a way that recognizes the dignity and worth of every person.

It is an approach that reflects an enduring model of service—rooted not in control, but in humility; not in distance, but in presence.

And it is in following that pattern, together, that the journey continues.