DOW INTERNATIONAL DENTAL COLLEGE (DIDC)

DOW UNIVERSITY OF HEALTH SCIENCES

STRATEGIC PLAN
(2024 – 2027)
Pioneering Excellence | Inspiring Innovation

To Heal | To Educate | To Discover

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PRINCIPAL'S MESSAGE

As the Principal of the Dental College Hospital, it is both an Honor and a privilege to share with you the strategic plan that will guide our institution toward a future of continued excellence and innovation. This plan is the result of thoughtful collaboration among faculty, staff, students, and stakeholders, and is built on a shared vision of transforming dental education, patient care, and community engagement.

At the core of our mission is a commitment to providing the highest quality dental care while shaping the next generation of dental professionals. As we move forward, we are focused not only on enhancing our clinical services but also on creating an academic environment that fosters learning, innovation, and research. This strategic plan outlines clear goals and actionable steps that will allow us to continue making meaningful advancements in all areas of our operations.

We recognize that the landscape of healthcare and dental education is constantly evolving. As a leading institution, we must adapt to these changes while maintaining our core values of excellence, integrity, and service to the community. Through the strategic priorities outlined in this plan, we will invest in state-of-the-art facilities, improve patient care services, promote cutting-edge research, and expand our outreach to underserved populations.

Our vision is to be a premier institution that not only provides exceptional education and patient care but also serves as a hub for groundbreaking dental research and innovation. By aligning our efforts with the needs of the community, the dental profession, and the global healthcare landscape, we will continue to lead the way in shaping the future of dental care and education.

This strategic plan is a living document that will be continually evaluated and adjusted to ensure its relevance and impact. It serves as a roadmap for our collective journey toward achieving our shared goals, and I am confident that with the dedication, expertise, and passion of our faculty, staff, and students, we will achieve remarkable success in the years ahead.

Together, we will make a lasting difference in the lives of our students, patients, and the broader community.

Prof. Dr. Amynah Charania Shaikh
Principal
Dow International Dental College & Hospital

EXECUTIVE SUMMARY:

The strategic plan for Dow International Dental College Hospital is to enhance patient care, advance educational system, foster research environment and improve community engagements. Strategic investment in Faculty and their development, infrastructure, and interdisciplinary collaboration will further improve institutions position as a leader in dental practice and learning.

ABOUT THE COLLEGE

The Dow International Dental College was initially established as a Dental Section of Dow International Medical College in December 2011, located in Ojha, Karachi. It is recognized and registered with the Pakistan Medical and Dental Council (PMDC) and is authorized to admit 50 dental students annually. In subsequent years, the college relocated to Mahmoudabad, Chanesar Goth, where a purpose-built facility with state-of-the-art amenities was established.

In 2019, the college expanded further by adding the Johar Campus, which now provides comprehensive Basic and Clinical Medical services, including hospitalization, laboratory, and radiology services.
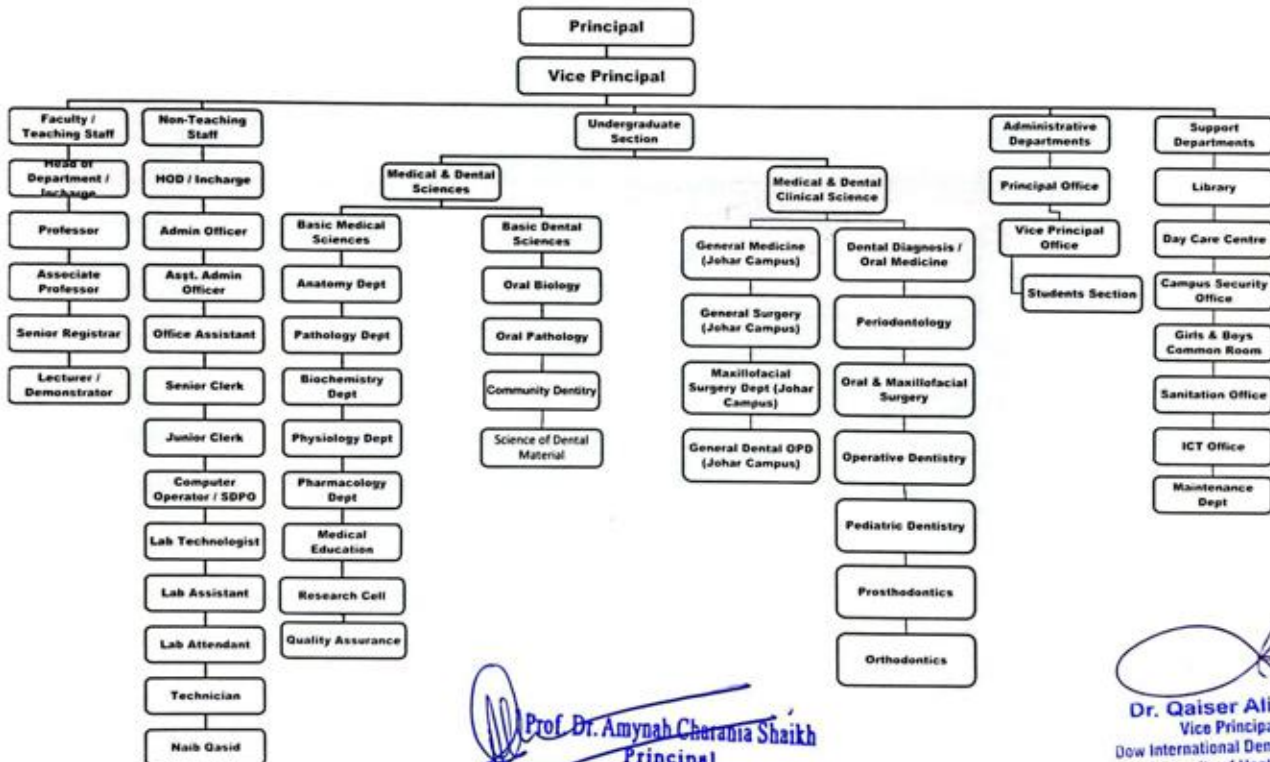
INTRODUCTION & OVERVIEW

The college is home to a highly qualified, experienced, and dedicated faculty committed to the education and training of dental students. Currently, 200 undergraduate students are enrolled in the college, following an annual system. The institution is also recognized for its Postgraduate Residency Program, including FCPS in Operative Dentistry and Prosthodontics. Additionally, the college offers a range of curricular, extracurricular, and recreational facilities both within and between other campuses.

Since the establishment of the Dental Hospital, approximately 40,000 patients are treated annually at DIDC, with a wide range of services provided, from simple procedures to complex treatments. The hospital also offers comprehensive surgical care in its operating rooms, including cancer surgeries, trauma cases, orthognathic surgeries, and full mouth rehabilitation for patients of all ages and from diverse communities.

INSTITUTIONAL ORGANOGRAM

ORGANOGRAM:

- Principal
  - Vice Principal
    - Faculty / Teaching Staff
      - Head of Department / Incharge
      - Professor
      - Associate Professor
      - Senior Registrar
      - Lecturer / Demonstrator
    - Non-Teaching Staff
      - HOD / Incharge
      - Admin Officer
      - Asst. Admin Officer
      - Office Assistant
      - Senior Clerk
      - Junior Clerk
      - Computer Operator / SDPO
      - Lab Technologist
      - Lab Assistant
      - Lab Attendant
      - Technician
      - Naib Qasid
    - Undergraduate Section
      - Medical & Dental Sciences
        - Basic Medical Sciences
          - Anatomy Dept
          - Pathology Dept
          - Biochemistry Dept
          - Physiology Dept
          - Pharmacology Dept
          - Medical Education
          - Research Cell
          - Quality Assurance
        - Basic Dental Sciences
          - Oral Biology
          - Oral Pathology
          - Community Dentistry
          - Science of Dental Material
      - Medical & Dental Clinical Science
        - General Medicine (Johar Campus)
        - General Surgery (Johar Campus)
        - Maxillofacial Surgery Dept (Johar Campus)
        - General Dental OPD (Johar Campus)
        - Dental Diagnosis / Oral Medicine
        - Periodontology
        - Oral & Maxillofacial Surgery
        - Operative Dentistry
        - Pediatric Dentistry
        - Prosthodontics
        - Orthodontics
    - Administrative Departments
      - Principal Office
      - Vice Principal Office
        - Students Section
    - Support Departments
      - Library
      - Day Care Centre
      - Campus Security Office
      - Girls & Boys Common Room
      - Sanitation Office
      - ICT Office
      - Maintenance Dept

Prof. Dr. Amynah Charania Shaikh
Principal
Dow International Dental College
Dow University of Health Sciences
Karachi

Dr. Qaiser Ali Baig
Vice Principal
Dow International Dental College
Dow University of Health Sciences
Karachi

SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS

The strategic plan for the Dow International Dental College Hospital outlines a comprehensive roadmap designed to elevate the institution's position as a leader in dental education, research, and patient care. Our vision is to provide exceptional dental services while fostering an environment of academic excellence and innovation. The hospital aims to integrate cutting-edge clinical practices with a commitment to student development and community outreach.

Key focus areas of the plan include:

1. **Academic Excellence**: Enhance the quality of dental education through advanced training programs, state-of-the-art facilities, and a dynamic curriculum that prepares students for the evolving demands of the dental profession.
2. **Clinical Care**: Deliver high-quality, compassionate patient care by incorporating the latest dental technologies and evidence-based practices. We aim to serve a diverse patient population, addressing both general and specialized dental needs.
3. **Research and Innovation**: Foster a culture of research to drive advancements in dental science. Encouraging faculty and students to contribute to innovative solutions and groundbreaking research that benefit both the academic community and the public.
4. **Community Outreach**: Strengthen our role as a community resource by offering affordable dental care, raising awareness about oral health, and partnering with local organizations to improve public health.
5. **Operational Efficiency**: Streamline hospital operations to ensure the effective management of resources, patient care, and academic activities. This includes improving patient flow, reducing wait times, and enhancing the overall hospital experience.
6. **Sustainability**: Ensure long-term success through financial sustainability, focusing on strategic investments in infrastructure, technology, and talent development.

By aligning with these strategic objectives, the Dental College Hospital will continue to serve as a hub of learning, clinical excellence, and community service, ultimately shaping the future of dental healthcare and education.
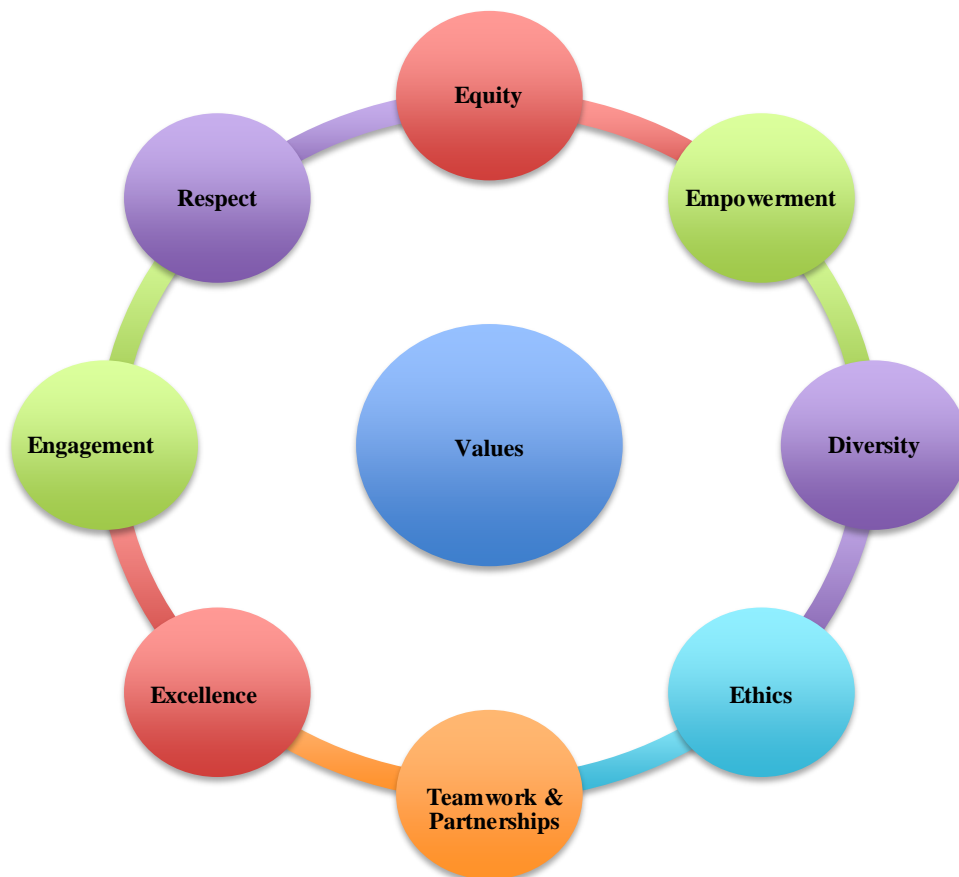
SECTION II: VISION, MISSION & VALUES

VISION

To be a pre-eminent academic institution committed to changing and saving lives.

MISSION

Providing outstanding patient-centered education, training, and clinical care informed by cutting-edge research and innovation generating and disseminating new knowledge.

VALUES:

- Customer Service
    - o Put students first

- Empathy & Compassion
    - o Understand before you judge
    - o Be concerned for the sufferings and misfortunes of others

- Excellence
    - o Be the best and commit to exceptional quality and service

- Innovation
    - o   Encourage curiosity, imagine, create, and share

- Teamwork
    - o   Engage and collaborate

- Integrity & Leadership
    - o   Be a role model and influence others to achieve their best
    - o   Have the courage to do the right thing
    - o   Hold yourself and others accountable

- Respect & Collegiality
    - o   Be kind
    - o   Listen to understand
    - o   Value different opinions

STATEMENT OF PURPOSE:

Dow International Dental College (DIDC) provides exceptional dental education, patient care, and community service. Our mission is to equip students with advanced clinical skills and foster innovation in dental practice and research. We offer comprehensive care, including complex surgeries, and focus on expanding access to dental services for underserved communities. Through faculty development, research, and strategic investments, DIDC aims to lead in dental education, practice, and community impact.

SECTION III: ASPIRATIONAL INSTITUTIONS

At Dow International Dental College (DIDC), we draw inspiration from the vision of the University, which is "Pioneering Excellence and Inspiring Innovation." This vision fuels our commitment to transforming challenges into opportunities and turning aspirations into tangible achievements.

In pursuit of this mission, DIDC actively looks to other inspirational institutions, learning from their successes and best practices to continuously improve and grow. We are dedicated to fostering an environment of excellence, innovation, and collaboration, both within our college and in the broader dental community. The DIDC considers below inspirational peers:

The Aga Khan University Karachi: Known for its excellence in Health Care education.

National University of Science and Technology: Recognized across the globe for its Research.

SECTION IV: STRATEGIC GOALS

Goal 1:   Enhance Patient Care Quality and Safety

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      Objective 5: Strengthen Community Partnerships

OBJECTIVES, OKRs & KPIs

Strategic Goal 1: Enhance Patient Care Quality and Safety							
Goal Statement: Position DIDC as a leader in dental healthcare by expanding services, introducing specialized care, and leveraging technology for high-quality, patient-centered care.							
OKR (Objective and Key Results)							
Objective 1: Establish Specialized Clinics							
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Launch (a) Implant Dentistry Clinic (b) Pediatric Dentistry Clinic	KR 1.1: Secure necessary funding by Q2.	KPI 1.1: Number of patients treated in the specialized clinics.	Monthly patient intake and satisfaction surveys.	Principal	Nil	Nil	(a) Achieved in Q2-2024 (b) Achieved in Q2-2024
	KR 1.2: Hire specialized faculty & staff and procure necessary equipment by Q3.	KPI 1.2: Patient satisfaction scores for the new services.	Quarterly reports on staffing and equipment Procurement.	HR	Nil	Nil	(a) Achieved in Q4-2024 (b) By Q2-2025
	KR 1.3: Treat 150 pediatric and 10 implant patients in each clinic within the first six months of operation.	KPI 1.3: Time taken to hire specialized staff.	Nil	Dr. Aneeqa Dr. Sumayya	Nil	Nil	(a) Achieved in Q4-2024 (b) By Q1-2025
Objective 2: Digitize Patient Records							
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Complete the digitization of all patient records	KR 2.1: Implement a Que & EHR system by Q2-2025.	KPI 2.1: Percentage of patient records digitized.	Weekly updates on digitization progress.	IT Dept Admin DIDC	Procurement of software	Nil	Q2 2025
	KR2.2: Train all relevant staff on the new system by Q2 2025.	KPI 2.1: Accuracy rate of digital records.	Monthly audits to assess record accuracy and staff performance.	Admin Receptionist	Nil	Nil	Q3 2025
	KR 2.3: Achieve 98% accuracy in patient record entries by Q3-2025	KPI 2.3: Staff proficiency with the EHR system.	Nil	Principal Admin DIDC	Nil	Nil	Q3 2025

Objective 3: Invest in Safety and Emergency Infrastructure							
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Establish a fully equipped medical emergency office	KR 3.1: Purchase and install emergency equipment by Q2-2025	KPI 3.1: Time to respond to medical emergencies.	Monthly reports on equipment installation and staff training.	Principal	Medical Emergency office in Oral Medicine OPD	Nil	Q2 2025
	KR3.2: Train 60% of clinical staff in emergency protocols by Q1-2025.	KPI 3.2: Percentage of staff trained in emergency procedures.	Review of emergency drill outcomes and response times.	Dr. Hafeez Dr. Shaheen	Nil	Nil	Q1 2025
	KR 3.3: Conduct at least two emergency drills per quarter with a success rate of 90%.	KPI 3.3 Success rate of emergency drills.	Nil	Nil	Nil	Nil	Q2 2025
Objective 4: Develop an Executive Dental Wing							
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Launch the executive dental services	KR 4.1: Complete design and construction by Q2.	KPI 4.1: Occupancy rate of the executive wing.	Quarterly financial reports and occupancy reviews.	Principal	Renovation of existing infrastructure	Nil	Q2 2026
	KR 4.2: Recruit specialized staff by Q3,2026.	KPI 4.2: Revenue generated from the executive wing.	Patient satisfaction surveys specific to the executive wing.	HR	Nil	Nil	Q3 2026
	KR 4.3: Achieve 50% occupancy within the first six months of operation.	KPI 4.3: Patient satisfaction with executive services.	Nil	Nil	Nil	Nil	Nil

Objective 5: Enhance Service Quality through Technology							
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Integrate cutting-edge technology across all clinics.	KR 5.1: Identify and procure necessary technology by Q2.	KPI 5.1: Percentage of clinics equipped with new technology.	Monthly updates on technology procurement and integration.	Principal	OPG, CBCT, CAD-CAM, IOD scanner, 3D printer, centrifuge, multihead microscope, lasers.	Nil	Q2 2025
	KR 5.2: Train staff in new equipment by Q3.	KPI 5.2: Staff proficiency with new equipment.	Regular training assessments and patient outcome reviews.	Nil	Nil	Nil	Q3 2025
	KR 5.3: Increase utility of faculty by 10% within six months of technology integration	KPI 5.3: Improvement in patient outcomes and treatment success rates.	Nil	Nil	Nil	Nil	Q4 2025

Strategic Goal 2: Strengthen Research and Academic Excellence
Goal Statement: Establish DIDC as a center of excellence by fostering research, enhancing academic rigor, and building strategic collaborations to elevate its academic standing.
OKR (Objective and Key Results)

Objective 1: Enhance Faculty Research Capabilities							
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Implement professional development programs	KR 1.1: Train 80% of faculty in advanced research methodologies by Q1-2025.	KPI 1.1: Percentage of faculty trained.	Quarterly training completion reports.	Principal Research Committee	Nil	Nil	Q1 2025
	KR 1.2: Increase the number of faculty-led research projects by 5% of total faculty with baseline 100 articles from DIDC Q3-2024	KPI 1.2: Number of research projects initiated by faculty.	Bi-annual review of research project initiation.	Research Committee	Nil	Nil	Q3 2025
	KR 1.3: Secure at least one grant by Q4-2025.	KPI 1.3: Number of research grant applications submitted.	Grant application tracking by the Research Office.	Dr. Rabia Dr. Hina Dr. Shaheen, Dr. Ambrina	Nil	Nil	Q4 2025

Objective 2: Establish a Medical Education and Research Cell							
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Create a fully operational (a) Medical/ Dental Education Cell (b) Research Cell	KR 2.1: Allocate necessary budget and resources by Q1.	KPI 2.1: Budget allocation and resource deployment.	Monthly reports on budget and resource allocation.	Principal Dr. Rubaba Azim (Med Ed)	Nil	Nil	Q1 2025
	KR 2.2: Hire key personnel and set up infrastructure by Q1-2025	KPI 2.2: Number of research projects supported.	Bi-monthly progress reports on research projects.	Nil	Nil	Nil	A) Q3 2024 B) Q2 2024
	KR 2.3: develop curriculum and dental education-based documents by Q2-25	KPI 2.3: Satisfaction levels of faculty and students with the support provided.	Feedback surveys from faculty and students involved in research.	Nil	Nil	Nil	Q2 2025
Objective 3: Expand Postgraduate Programs							
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Expand and diversify postgraduate program	KR 3.1: Launch at least 2 new postgraduate programs by Q3-25.	KPI 3.1: Number of new postgraduate programs launched.	Quarterly tracking of program development and enrollment figures.	Principal Vice Principal HOD-OMFS HOD-Ortho	SPGS	Nil	Q3 2025
	KR 3.2: Increase postgraduate enrollment by 30% by Q4-25.	KPI 3.2: Increase in postgraduate student enrollment.	Annual satisfaction surveys for postgraduate students.	Nil	SPGS	Nil	Q4 2025
	KR 3.3: Achieve a 90% satisfaction rate among postgraduate students.	KPI 3.3: Postgraduate student satisfaction rate.	Nil	Nil	QEC, SPGS	Nil	Nil

Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Foster Interdisciplinary Research Collaboration	KR 4.1: Establish formal partnerships with at least 3 other academic institutions or research organizations. By Q2-2026	KPI 4.1: Number of interdisciplinary research projects initiated.	Quarterly reviews of partnership agreements.	Principal Research Committee	Nil	Nil	*Q2 2026
	KR 4.2: Initiate at least 5 interdisciplinary research projects by Q3- 2027	KPI 4.2: Number of formal partnerships established.	Bi-annual progress reports on interdisciplinary research projects.	Faculty DIDC	Nil	Nil	Q3 2027
	KR 4.3: Publish at least 2 collaborative research papers by Q4-2027.	KPI 4.3: Number of collaborative research papers published.	Publication tracking through the Research Office.	Faculty DIDC	Nil	Nil	Q4 2027

Strategic Goal 3: Develop, Attract and Retain Skilled Human Resources
Goal Statement: Build a skilled, motivated workforce by improving recruitment, investing in professional development, and implementing retention strategies to maintain operational efficiency.
OKR (Objective and Key Results)

Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Develop and implement target recruitment strategies.	KR 1.1: Increase the number of experienced faculty hires by 20% by Q3 2025.	KPI 1.1: Number of experienced faculty and technical staff hired.	Monthly tracking of recruitment metrics.	PRINCIPAL HR	Nil	Nil	Q3 2025
	KR 1.2: Reduce time-to-hire for critical positions by 30% by Q3 2025	KPI 1.2: Average time-to-hire for critical positions.	Time-to-hire reports and process optimization analysis.	HR	Nil	Nil	Q3 2025
	KR 1.3: Enhance candidate satisfaction with the recruitment process to 85% by Q2.	KPI 1.3: Candidate satisfaction rate with the recruitment process.	Post-recruitment surveys for candidates.	HR	Nil	Nil	Q3 2025

Objective 2: Continuous Professional Development							
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Launch a continuous professional development program	KR 2.1: Ensure 20% of faculty and technical staff complete at least one professional development course by Q3 2025	KPI 2.1: Percentage of faculty and staff completing professional development courses.	Quarterly professional development completion reports.	ADMINISTRATOR DIDC	Nil	Nil	Q3 2025
	KR 2.2: Achieve a 25% improvement in staff performance reviews related to skill advancement by Q4.	KPI 2.2: Improvement in performance review scores related to skill development.	Annual performance review analysis.	Principal HR	Nil	Nil	Q4 2025
Objective 3: Implement Performance-Based Incentives							
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Design and introduce a performance-based incentive system	KR 3.1: Implement the incentive system across all departments by Q3.	KPI 3.1: Implementation rate of the incentive system across departments.	Monthly tracking of incentive program participation.	Principal HR	Finances approval from VC	Nil	Q3 2025
	KR 3.2: Achieve a 15% increase in faculty and staff performance metrics by Q4.	KPI 3.2: Percentage increase in performance metrics (teaching, research, clinical practice).	Performance metrics analysis every quarter.	QEC	ACR	Nil	Q3 2025
	KR 3.3: Improve faculty and staff satisfaction with rewards and recognition by 10% by Q4 2025.	KPI 3.3: Faculty and staff satisfaction with rewards and recognition programs.	Annual employee satisfaction surveys focused on rewards and recognition.	Principal	Incentive & reward system	Nil	Q4 2025

Objective 4: Improve Staff Retention							
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Develop and implement staff retention strategies	KR 4.1: Reduce faculty and staff turnover rate by 20% by Q4.	KPI 4.1: Staff turnover rate.	Quarterly retention rate reports.	Principal HR	a) Long Contracts b) Summer Vacation Incentive c) Full medical coverage d) Timely Promotions	Nil	a) Q4 2024 b) Q2 2025
	KR 4.2: Achieve a 15% improvement in work-life balance satisfaction among staff by Q4.	KPI 4.2 Employee satisfaction with work-life balance.	Semi-annual staff satisfaction surveys focusing on work-life balance.	HR QEC	Employment satisfaction surveys	Nil	Q2 2025

Strategic Goal 4: Leverage Technology and Innovation
Goal Statement: Integrate cutting-edge technology and foster innovation to modernize practices, improve patient care, and maintain competitiveness in the healthcare landscape.
OKR (Objective and Key Results)
Objective 1: Accelerate Digitization of Patient Records

Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Achieving full digitization of patient records	KR 1.1: Complete the digitization of 100% of patient records by Q2.	KPI 1.1: Percentage of patient records digitized.	Monthly progress reports on the digitization process.	IT Principal Receptionist	Software procurement, QUE System deployment	Nil	Q2, 2025
	KR 1.2: Train 90% of staff on the new digital record-keeping system by the end of Q2.	KPI 1.2: Percentage of staff trained on the digital system.	Post-training assessments for staff.	Admin DIDC Staff	Nil	Nil	Q2 2025
	KR 1.3: Reduce the average time spent on patient record management by 40% by Q3.	KPI 1.3: Time saved in managing patient records post-digitization.	Time-motion studies to measure efficiency gains.	Nil	Nil	Nil	Q3 2025

Objective 2: Invest in State-of-the-Art Equipment							
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Regularly upgrade medical gadgets and equipment to ensure DIDC remains at the forefront of dental technology	KR 2.1: Complete 100% of planned equipment upgrades by Q3.2025	KPI 2.1: Percentage of planned upgrades completed on time.	Quarterly equipment upgrade, maintenance and utilization reports.	PRINCIPAL BIOMEDICAL DEPT	a) procurement, installation & calibration of equipments b) Upgradation of existing equipment. CSSD	Nil	Q3 2025
	KR 2.2: Increase the utilization rate of new equipment by 30% within 6 months of installation.	KPI 2.2: Utilization rate of new equipment.	Patient outcome analysis linked to specific technologies.	Nil	Nil	Nil	Q4 2025
	KR 2.3: Achieve a 10% improvement in patient outcomes linked to the use of new technologies by Q4.	KPI 2.3: Improvement in patient outcomes post-upgrade.	User satisfaction surveys among faculty and staff using the new equipment.	Nil	Nil	Nil	Q4 2025
Objective 3: Develop Technology-Driven Educational Courses							
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Introduce and integrate technology-focused modules and courses into the curriculum by Q4.	KR 3.1: Develop and launch 3 new technology-driven courses by Q3.	KPI 3.1: Number of new technology-driven courses developed and launched.	Quarterly curriculum development reports. AI, 3d imaging, New Dx software in Dentistry	PRINCIPAL MEDICAL EDUCATION DEPT CRC DLC	CURRICULUM DEVELOPMENT	Nil	Q3 2025
	KR 3.2: Achieve a 20% increase in student enrollment in tech-focused courses by Q4.	KPI 3.2: Enrollment rates in technology-focused courses.	Student enrollment and completion rates.	Examination CELL	Nil	Nil	Q4 2025
	KR 3.3: Ensure 100% of graduates are proficient in the latest dental technologies by Q4.	KPI 3.3: Graduate proficiency in the latest dental technologies.	Graduate proficiency assessments.	PRINCIPAL QEC	Nil	Nil	Q4 2025

Strategic Goal 5: Enhance Community and Stakeholder Engagement							
Goal Statement: Strengthen connections with the community, alumni, and stakeholders by fostering partnerships, expanding outreach, and aligning with their needs to enhance the college's reputation.							
OKR (Objective and Key Results)							
Objective 1: Expand Community Outreach Programs							
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Launch and execute community outreach programs by Q3.	KR 1.1: Organize 3 free dental camps and health education workshops by Q3. 2025	KPI 1.1: Number of dental camps and workshops conducted.	Monthly reports on outreach activities and attendance.	PRINCIPAL HOD-CD	Nil	Nil	Q3 2025
	KR 1.2: Provide subsidized dental services to at least 1,000 community members by Q4.	KPI 1.2: Number of community members served through subsidized services.	Tracking the number of beneficiaries and the impact of services.	PRINCIAPAL ADMIN DIDC	Jauhar Campus is allocated on FOC for OPD, Hospitalization & OT Services	Nil	Q4 2025
	KR 1.3: Increase community awareness of DIDC's services by 30% by Q4 through outreach initiatives.	KPI 1.3: Community awareness level, measured through surveys and participation rates.	Pre- and post-outreach surveys to gauge awareness levels.	MARKETING DEPT WEB MASTER ADMIN DIDC	Nil	Nil	Q4 2025
Objective 2: Foster Alumni Engagement							
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Establish and grow an active alumni network by Q4.	KR 2.1: Launch an alumni mentorship program with at least 20 alumni participating by Q2. 2025	KPI 2.1: Number of alumni participating in mentorship programs.	Quarterly updates on alumni network growth and engagement activities.	Principal Vice Principal	Career guidance workshops	Nil	Q2 2025
	KR 2.2: Organize 3 guest lectures by alumni by Q3.2025	KPI 2.2: Number of guest lectures delivered by alumni.	Tracking donations and financial contributions from alumni.	Nil	Nil	Nil	Nil

Objective 3: Enhance Public Relations and Marketing Efforts							
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Strengthen DIDC's public image and visibility	KR 3.1: Increase social media engagement by 40% by Q4 through targeted campaigns.	KPI 3.1 Increase in social media followers and engagement metrics.	Monthly reports on social media analytics.	Marketing Dept Principal Public Relation Officer	social media platforms and media accounts	Nil	Q4 2025
	KR 3.2: Achieve 3 media features in reputable healthcare publications by Q4.	KPI 3.2: Number of media features and articles published about DIDC.	Tracking media coverage and public relations efforts.	Nil	Nil	Nil	Q4 2025
	KR 3.3: Organize 4 community events that highlight DIDC's contributions to dental health by Q4.	KPI 3.3: Attendance and participation rates at community events.	Event attendance records and participant feedback.	Nil	Nil	Nil	Q4 2025
Objective 4: Establish Continuous Feedback Mechanisms							
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Implement and maintain feedback systems	KR 4.1: Launch a feedback portal for patients, students, and alumni by Q2. 2026	KPI 4.1: Number of feedback responses received from each stakeholder group.	Quarterly reports on feedback collection and response rates.	QEC PRINCIPAL ADMIN DIDC	Nil	Nil	Q2 2026
	KR 4.2: Achieve a 70% response rate from stakeholders by Q3.	KPI 4.2: The percentage of stakeholder feedback was addressed through actionable changes.	Tracking the implementation of changes based on feedback.	Nil	Nil	Nil	Q3 2026
	KR 4.3: Implement at least 5 changes or improvements based on feedback by Q4.	KPI 4.3: Satisfaction improvement in subsequent feedback cycles.	Regular satisfaction surveys to measure improvement.	Nil	Nil	Nil	Q3 2027

Objective 5: Strengthen Community Partnerships							
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Target	Timeline
Solidify and expand community partnerships	KR 5.1: Partner with at least 3 local organizations or NGOs by Q2.	KPI 5.1: Number of new community partnerships established.	Quarterly partnership activity reports.	Principal HOD-CD	Nil	Nil	Q2 2026
	KR 5.2: Collaborate on 2 public health initiatives by Q3.	KPI 5.2: Number of joint public health initiatives conducted.	Tracking the outcomes of joint public health initiatives.	Nil	Nil	Nil	Q3 2026
	KR 5.3: Increase DIDC's role in community health by 25% through joint initiatives by Q4.	KPI 5.3: Increase in DIDC's community health contribution, measured by participation and impact.	Surveys and feedback from community partners and participants.	Nil	Nil	Nil	Q4 2026

SECTION V: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS

To achieve its strategic objectives, DIDC will focus on optimizing human, financial, and technological resources. The recruitment of skilled faculty and staff will be prioritized, especially for specialized clinics and research programs. Continuous professional development initiatives will ensure staff remain up to date with the latest practices, while performance-based incentives and career progression plans will enhance retention.

Financially, DIDC will develop a long-term strategy to diversify revenue streams through strategic partnerships, grants, and specialized services. Investments will be directed toward infrastructure expansion, such as executive dental wings, and modernizing facilities. The implementation of technology, including electronic health records and advanced dental equipment, will enhance patient care and operational efficiency. Regular upgrades and the integration of technology in educational programs will maintain DIDC's leadership in dental education.

Resource allocation will be data-driven, ensuring the most impactful areas are prioritized. Cost-effective maintenance practices will be employed to optimize operational expenses. Additionally, stakeholder engagement through community outreach, alumni relations, and feedback mechanisms will strengthen DIDC's reputation and support its mission. These efforts will collectively ensure the achievement of the college's strategic objectives.

SECTION VI: IMPLEMENTATION AND MONITORING OF STRATEGIC PLAN

The successful execution of our strategic plan requires a detailed approach to both implementation and continuous monitoring to ensure alignment with our goals. Below are the key steps in the process:

1. Implementation Strategy
To ensure the effective rollout of the strategic plan, the following steps will be taken:
- **Action Plan Development**: Specific action plans for each goal will be created, outlining detailed tasks, timelines, responsible departments, and necessary resources. These plans will break down the strategic objectives into manageable initiatives that can be executed step by step.
- **Resource Allocation**: The DIDC in collaboration with the Human Resource & Finance department will allocate the necessary resources, financial, human, and technological, to ensure that all initiatives are well-supported and adequately funded. This includes hiring additional staff if required, procuring new equipment, and investing in infrastructure upgrades.
- **Stakeholder Engagement**: All stakeholders, including faculty, students, staff, and healthcare professionals, will be engaged in the implementation process. Regular meetings and communication channels will be established to ensure transparency and foster a sense of ownership across the hospital community.
- **Training and Development**: To support new initiatives, faculty and staff will receive continuous professional development and training programs that align with the hospital's strategic objectives, especially in areas like new dental technologies, patient care practices, and teaching methodologies.

2. Monitoring and Evaluation
The strategic plan's progress will be closely monitored to ensure that goals are met within the established timelines and quality standards. Monitoring will involve:
- **Key Performance Indicators (KPIs)**: We will define and track measurable KPIs for each goal, such as student graduation rates, patient satisfaction scores, research publications, clinical outcomes, and operational efficiency metrics (e.g., wait times, resource utilization). These KPIs will act as benchmarks for success.
- **Quarterly Reviews**: Progress will be reviewed on a quarterly basis by a dedicated Strategic Oversight Committee, which will include representatives from the administration, faculty, and hospital management. During these reviews, the committee will assess the current status of each initiative, identify any challenges, and take corrective action where necessary.
- **Feedback Mechanisms**: Feedback will be actively gathered from students, faculty, staff, and patients to gauge the effectiveness of implemented

strategies. This feedback will be used to make adjustments to improve services, learning experiences, and clinical outcomes.

- **Annual Reports**: An annual report will be generated to review the strategic plan's overall progress. This report will include detailed assessments of each goal, a comparison of actual results to targets, and recommendations for the following year.
- **Adjustments and Continuous Improvement**: The monitoring process will not only identify where goals are being met or missed but will also provide insights into areas for continuous improvement. As a result, the strategic plan will be adaptable, and adjustments will be made based on both internal and external factors, such as new healthcare developments or changes in regulatory requirements.

SECTION VII: LIST OF APPENDICES

No.	DESCRIPTION
A	SWOT Analysis
B	TOWS Matrix

APPENDIX A: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
1. Potential of Qualified technical staff. 2. Availability of state-of-the art medical equipment/gadgets. 3. Departments with highly dedicated faculty. 4. Potential for digitization of patient records. 5. Capacity to establish an executive dental wing. 6. Willingness to invest in safety and medical emergency infrastructure.	1. Need for continuous training of technical staff. 2. Maintenance challenges for medical equipment/gadgets. 3. Deficiency of Human Resources (Faculty & trained staff) as per regulatory body. 4. Current lack of digitized patient records. 5. Lack of existing safety and medical emergency office. 6. Faculty may require additional training for high-quality research production
OPPORTUNITIES	THREATS
1. Increasing demand for quality dental services of different specialties including Pediatrics & Implant Dentistry at subsidized rates. 2. Advancements in IT for patient record digitization 3. Potential partnerships with consultants for executive dental wing. 4. Growing emphasis on safety and emergency preparedness in healthcare.	1. Competition from another dental institutions & socio-political environment. 2. Regulatory changes impacting faculty recruitment 3. Technology obsolescence for patient record management 4. Limited availability of skilled technical staff. 5. Financial constraints for infrastructure development & Human Resource retention specially experienced faculty and trained staff.

APPENDIX B: TOWS MATRIX

	OPPORTUNITIES	THREATS
	1. Increasing demand for quality dental services of different specialties including Pediatrics & Implant Dentistry at subsidized rates. 2. Advancements in IT for patient record digitization 3. Potential partnerships with consultants for executive dental wing. 4. Growing emphasis on safety and emergency preparedness in healthcare.	1. Competition from another dental institutions & socio-political environment. 2. Regulatory changes impacting faculty recruitment. 3. Technology obsolescence for patient record management. 4. Limited availability of skilled technical staff. 5. Financial constraints for infrastructure development & Human Resource retention specially experienced faculty and trained staff.
STRENGTHS	**SO**	**ST**
1. Potential of Qualified technical staff. 2. Availability of state-of-the art medical equipment/gadgets. 3. Departments with highly dedicated faculty. 4. Potential for digitization of patient records. 5. Capacity to establish an executive dental wing. 6. Willingness to invest in safety and medical emergency infrastructure.	1. Leverage qualified technical staff and state-of-the-art equipment to expand specialized services such as Pediatrics and Implant Dentistry, capitalizing on the increasing demand for quality dental care at subsidized rates. 2. Capitalize on advancements in IT to accelerate the digitization of patient records, enhancing operational efficiency and improving patient care. 3. Develop partnerships with consultants to establish an executive dental wing, utilizing the college's capacity and reputation to attract collaborations and expand service offerings.	1. Utilize highly dedicated faculty and technical staff to maintain a competitive edge against other dental institutions, focusing on delivering exceptional care and staying ahead of socio-political challenges. 2. Invest in continuous faculty and staff training to adapt to regulatory changes and ensure alignment with evolving industry standards. 3. Innovate in patient record management using advanced technology to mitigate the risk of obsolescence, keeping up with the latest trends in digital healthcare.

WEAKNESSES	WO	WT
1. Need for continuous training of technical staff. 2. Maintenance challenges for medical equipment/gadgets. 3. Deficiency of Human Resources (Faculty & trained staff) as per regulatory body. 4. Current lack of digitized patient records. 5. Lack of existing safety and medical emergency office. 6. Faculty may require additional training in high-quality research production	1. Address staff training gaps by taking advantage of advancements in IT to implement continuous learning programs for technical staff, preparing them for emerging dental technologies. 2. Digitize patient records to streamline operations and overcome the current lack of digitized systems, ensuring better data management and improved patient care. 3. Seek external funding or collaborations to address the deficiency in human resources, especially in faculty and trained staff, and expand faculty training to produce high-quality research.	1. Develop and implement a robust maintenance and training program for medical equipment to mitigate the risk of technology obsolescence and prevent potential service interruptions. 2. Build a strategic plan for faculty recruitment and retention to address regulatory challenges and financial constraints, ensuring the recruitment of experienced faculty and trained staff. 3. Focus on strengthening safety and emergency infrastructure to meet the growing emphasis on healthcare preparedness, while addressing the current gap in emergency systems within the institution.