FINANCE DIRECTORATE

DOW UNIVERSITY OF HEALTH SCIENCES

STRATEGIC PLAN
(2024 – 2027)

Pioneering Excellence | Inspiring Innovation

To Heal | To Educate | To Discover

بِسْمِ اللهِ الرَّحْمَنِ الرَّحِيمِ

TABLE OF CONTENTS

DIRECTOR'S MESSAGE

It gives me great pride to present the Finance Directorate's Strategic Plan for 2024 to 2027. This document is not just a roadmap, it is a commitment to responsible stewardship, forward-thinking innovation, and unwavering dedication to the mission of Dow University of Health Sciences.

As we navigate an evolving healthcare and education landscape, financial sustainability has become more critical than ever. Our strategic plan lays a strong foundation for prudent resource management, enhanced financial resilience, and robust systems that support DUHS's academic, clinical, and research priorities.

This plan reflects our core belief that financial integrity and operational efficiency are not just support functions—they are strategic enablers of institutional excellence. Through targeted goals—including optimized budgeting, digital transformation, advanced asset management, and the development of our human capital—we aim to build a financially agile and transparent organization that anticipates challenges and seizes opportunities.

The formulation of this strategic plan has been a collaborative effort, informed by the insights of our stakeholders and grounded in data-driven analysis. I would like to extend my deepest appreciation to the entire finance team and our partners across the university for their input, energy, and shared commitment to excellence.

As we move forward, we remain committed to accountability, innovation, and continuous improvement. With this plan, we are poised to enhance the financial health of DUHS and, in doing so, contribute meaningfully to its mission of transforming lives through education, research, and healthcare. Let us continue to strive, evolve, and lead together.

Warm regards,

Mr. Zain ul Abdin Shah
Director Finance
Dow University of Health Sciences

EXECUTIVE SUMMARY

The Finance Directorate at Dow University of Health Sciences (DUHS) plays a central role in driving the university's mission by ensuring the effective, transparent, and sustainable management of financial resources. As DUHS continues to expand its impact in healthcare, education, and research, the Directorate is committed to aligning financial practices with institutional goals and national priorities.

This Strategic Plan (2024–2027) sets a clear direction for enhancing financial governance, embracing innovation, and building organizational resilience. Developed through an inclusive and data-informed planning process, the strategy identifies six strategic goals:

- Enhance Financial Sustainability and Resilience
- Optimize Budgeting and Financial Planning
- Implement Advanced Asset Management and Safeguarding Protocols
- Strengthen Risk Management and Compliance
- Enhance Financial Accountability and Transparency
- Develop Staff Competencies and Financial Management Skills

Each goal is supported by measurable objectives, OKRs (Objectives and Key Results), and KPIs (Key Performance Indicators), ensuring that progress is monitored and outcomes are aligned with DUHS's broader strategic vision. Key initiatives include the deployment of AI and blockchain technologies, the introduction of advanced training programs, the establishment of robust compliance systems, and proactive stakeholder engagement.

This plan is both ambitious and practical, balancing innovation with operational discipline. By building strong financial foundations, the Directorate aims to support DUHS's continued leadership in health sciences and enable strategic investments in its future growth.

The Finance Directorate looks forward to working collaboratively across departments and with external partners to ensure the successful execution of this plan, fostering a culture of accountability, trust, and continuous improvement.

ABOUT THE DEPARTMENT

The Finance Directorate at DUHS is a crucial strategic partner, overseeing financial planning, budget management, reporting, and compliance. By providing accurate analysis and fostering strategic partnerships, the Directorate ensures efficient resource allocation and supports DUHS's mission. As a key strategic partner, the Finance Directorate collaborates closely with various departments and stakeholders to drive financial sustainability, transparency, and accountability across the organization. Continuous improvement efforts drive operational excellence, enhancing DUHS's financial sustainability and enabling the delivery of exceptional healthcare services and medical education

ORGANOGRAM

```
                        Director
                       Finance(DF)
             ┌──────────────┴──────────────┐
        General                         General
        Manager                         Manager
       Finance 1                       Finance 2
    ┌──────┴──────┐              ┌──────────┴──────────┐
  ADF-1         ADF-2         ADF-3                  ADF-4
  ┌──┴──┐         │             │              ┌───────┴───────┐
Senior  Senior  Senior       Senior        Senior          Senior
Manager Manager Manager      Manager       Manager         Manager
Finance Finance Finance      Finance       Finance        Finance)
```

```
                              General Manager
                                 Finance 1
                    ┌──────────────────┴──────────────────┐
                  ADF-1                                  ADF-2
          ┌─────────┴─────────┐                           │
     Senior Manager      Senior Manager             Senior Manager
        Finance              Finance                   Finance
     ┌──────┴──────┐    ┌──────┴──────┐           ┌──────┴──────┐
 Manager    Manager  Manager    Manager       Manager      Manager
 Finance    Finance  Finance    Finance       Finance      Finance
  (GL)    (Fixed    (Research  (Treasury)   Disbursement  (Fee Section)
           Asset)    & Imports)
 Assistant  Assistant Assistant Assistant   Assistant    Assistant    Assistant
 Manager    Manager   Manager   Manager     Manager      Manager      Manager
 Finance    Finance   Finance   Finance     Finance      Finance      Finance

 Accounts   Accounts  Accounts  Accounts    Accounts     Accounts     Accounts
 Officer    Officer   Officer   Officer     Officer      Officer      Officer

 Assistant  Assistant Assistant Assistant   Assistant    Assistant    Assistant
 Accounts   Accounts  Accounts  Accounts    Accounts     Accounts     Accounts
 Officer    Officer   Officer   Officer     Officer      Officer      Officer

 Assistant            Assistant Assistant   Assistant                 Assistant

                      Assistant Assistant   Assistant                 Assistant

                                Assistant   Assistant                 Assistant

                                Data Entry  Data Entry                Data Entry
                                Operator    Operator                  Operator
```

```
                              ┌─────────────────┐
                              │ General Manager │
                              │   Finance - 2   │
                              └────────┬────────┘
                    ┌──────────────────┴──────────────────┐
              ┌─────┴─────┐                          ┌─────┴─────┐
              │   ADF-3   │                          │   ADF-4   │
              └─────┬─────┘                          └─────┬─────┘
```

- General Manager Finance - 2
  - ADF-3
    - Senior Manager Finance
      - MAnager Finance (Financial Aid)
        - Assistant Manager Finance
          - Accounts Officer
          - Assistant Accounts Officer
          - Data Entry Operator
      - Manager Finance (End Benifits)
        - Assistant Manager Finance
          - Accounts Officer
          - Assistant Accounts Officer
          - Data Enry Operator
      - Manager Finance (Grants)
        - Assistant Manager Finance
          - Accounts Officer
          - Assistant Accounts Officer
  - ADF-4
    - Senior Manager Finance
      - Manager Finance (Costing)
        - Assistant Manager Finance (Costing)
          - Accounts Officer
          - Assistant Accounts Officer
        - Assistant Manager Finance (Costing)
          - Accounts Officer
          - Assistant Accounts Officer
      - Manager Accounts (One Window)
        - Assistant Manager Finance
          - Accounts Officer
          - Assistant Accounts Officer
          - Assistant
    - Senior Manager Finance)
      - Manager Finance (Health Care - Hospitals & OPD)
        - Assistant Manager Finance (Corporate Billing)
          - Assiatnt Accounts Officer
          - Recovery Officer
        - Assistant Manager Finance (Billing)
          - Accounts Officer (Billing) (2)
          - Assistant Accounts Officer (Billing) (3)
          - Recovery Officer
          - Assistant
          - Data Entry Operator
      - Manager Finance (Health Care - Labrotary & Radiology
        - Assistant Manager Finance
          - Accounts Officer
          - Assistant Accounts Officer
      - Manager Finance (Cash Monitring)
        - Assistant Manager Finance (Cash Monitring)
          - Accounts Officer Cash Monitring
          - Accounts Officer Cash Monitring

SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS

The strategic planning process was guided by inclusive stakeholder engagement, institutional priorities, and financial data analysis. Key steps included consultations with departments to understand current challenges, environmental scans to assess risks and opportunities, and detailed reviews of historical financial performance. Strategic goals were developed using SMART criteria and aligned with DUHS's broader mission. Feedback from internal and external stakeholders helped refine the plan, ensuring it remains practical, adaptable, and aligned with emerging financial trends and technological advancements

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
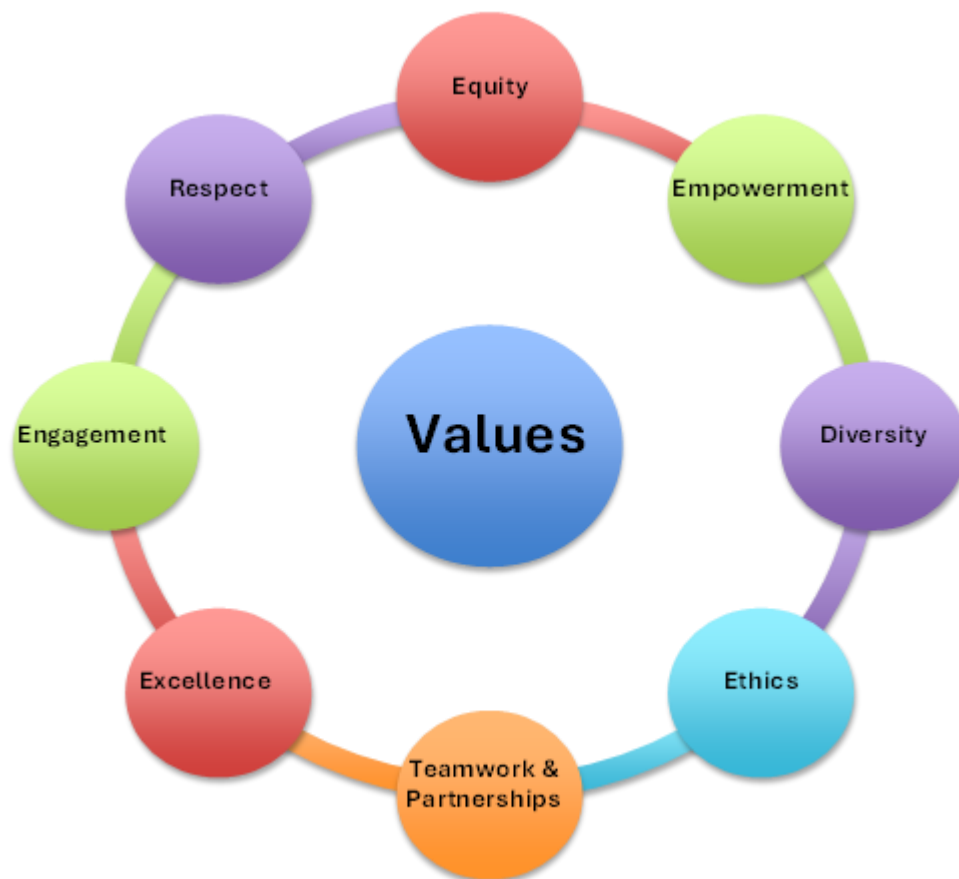
VALUES

- Customer Service
    - Put students first

- Empathy & Compassion

    - Understand before you judge

    - 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

The Finance Directorate at Dow University of Health Sciences (DUHS) plays pivotal role in ensuring the efficient management of financial resources to support the institution's mission of excellence in healthcare, education, and research. Serving as custodians of DUHS's finances, the Directorate focuses on strategic financial planning, regulatory compliance, budget management, financial reporting, cost optimization and risk mitigation. By aligning financial strategies with DUHS's long-term objectives, the Directorate optimizes resource allocation to support critical healthcare services, academic programs, and research initiatives. Through transparent financial reporting and stakeholder engagement, it fosters trust and accountability within the DUHS community and with external partners. Furthermore, the Directorate actively seeks opportunities for innovation, investment, and collaboration to enhance DUHS's financial sustainability and contribute to its mission of advancing healthcare in Pakistan.

SECTION III: STRATEGIC GOALS

Goal 1:   Enhance Financial Sustainability and Resilience

Objective 1: Increase financial reserves by 2% in the next three years (year 1: decrease budget deficit to 0, year 2: increase reserves by 1%, Year 3: increase reserves by 2%)

Objective 2: Identify and secure additional revenue sources, such as grants and partnerships, to support strategic initiatives and financial stability

Objective 3: Develop and maintain a contingency fund to ensure resilience during financial downturns or emergencies.

Objective 4: Establish a cross-functional financial advisory board to regularly evaluate financial strategies and recommend adjustments based on economic trends.

Goal 2:   Optimize Budgeting and Financial Planning

Objective 1: Achieve 95% accuracy in budget forecasts by implementing advanced budgeting software and leveraging historical data analytics.

Objective 2: Reduce the gap between projected and actual expenses to within 10% by monitoring budget adherence and making adjustments as necessary.

Objective 3: Conduct quarterly budget reviews to evaluate and reallocate resources as per emerging needs and priorities.

Objective 4: Improve budget transparency by making comprehensive financial reports available to stakeholders, with a goal of achieving 90% stakeholder satisfaction.

Goal 3:   Implement Advanced Asset Management and Safeguarding Protocols

Objective 1: Attain 100% asset tracking coverage using RFID and IoT technologies for high-value physical assets within the next three years.

Objective 2: Implement blockchain technology to maintain a secure, verifiable ledger for digital assets, reducing administrative overhead by 20%.

Objective 3: Conduct biannual physical and digital asset audits to ensure compliance and accountability.

Objective 4: Maintain an asset utilization rate of 80% or higher for key resources by enhancing tracking and real-time

monitoring.

Goal 4:   Strengthen Risk Management and Compliance

Objective 1: Integrate AI-based predictive analytics to identify potential financial risks, aiming to mitigate 75% of identified risks proactively.

Objective 2: Establish a compliance automation tool to monitor all financial transactions for regulatory adherence and flag non-compliance issues in real-time.

Objective 3: Conduct annual risk assessments and refine mitigation strategies based on findings and emerging regulatory trends.

Objective 4: Achieve a compliance rate of 100% on financial audits by developing a compliance calendar and monitoring tool.

Goal 5:   Enhance Financial Accountability and Transparency

Objective 1: Improve accessibility of financial policies and procedures, ensuring 100% availability to stakeholders by implementing an online policy repository.

Objective 2: Establish a quarterly financial reporting system that offers transparency to stakeholders, aiming to increase trust and accountability ratings by 20%.

Objective 3: Implement blockchain-enabled financial reporting to create an immutable record of transactions and enhance audit trails.

Objective 4: Introduce regular training sessions on financial ethics and accountability, targeting 80% staff participation within two years.

Goal 6:   Develop Staff Competencies and Financial Management Skills

Objective 1: Establish an annual training program focused on emerging financial technologies, targeting 50% of staff participation in the first year.

Objective 2: Implement an AI-powered learning management system (LMS) to provide personalized skill development modules on financial management.

Objective 3: Conduct biannual assessments to identify skill gaps in staff, ensuring targeted skill-building initiatives are in place to address critical needs.

Objective 4: Develop partnerships with external institutions for skill exchanges and certifications, with a target of 20% of staff completing certifications within three years.

OBJECTIVES, OKRs, & KPIs

Strategic Goal 1: Enhance Financial Sustainability and Resilience							
Goal Statement: Strengthen financial sustainability through effective resource management, strategic revenue generation, and risk mitigation to ensure DUHS's long-term fiscal health.							
OKR (Objective and Key Results)							
Objective 1: Increase financial reserves by 2% in the next three years (year 1: decrease budget deficit to 0, year 2: increase reserves by 1%, Year 3: increase reserves by 2%)							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Increase financial reserves by 2% in the next three years (year 1: decrease budget deficit to 0, year 2: increase reserves by 1%, Year 3: increase reserves by 2%)	KR1: Identify and implement at least three major cost-saving initiatives per fiscal year.	KPI 1: Total savings generated (as a % of annual budget).	Compare actual annual expenditures with projected costs.	three major cost-saving initiatives per fiscal year	Finance Director.	Financial analysis software, cross-departmental meetings.	Year-end annually.
	KR2: Diversify revenue sources by launching two new funding initiatives (e.g., grants, partnerships) per year.	KPI 2: Additional revenue generated from new sources.	Track revenue by source on a quarterly basis.	two new funding initiatives (e.g., grants, partnerships) per year.	Fund Development Manager.	Partnership outreach team, grant writing.	Quarterly review.
Objective 2: Identify and secure additional revenue sources, such as grants and partnerships, to support strategic initiatives and financial stability							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Identify and secure additional revenue sources, such as grants and partnerships, to support strategic initiatives and financial stability	KR1: Increase external funding by 15% annually through new partnerships.	KPI 1: Percentage increase in external funding.	Compare year-over-year revenue from grants and partnerships.	Increase funding by 15% annually	Grants Coordinator.	Grant research and proposal writing software.	End of each fiscal year.

Objective 3: Develop and maintain a contingency fund to ensure resilience during financial downturns or emergencies.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Develop and maintain a contingency fund to ensure resilience during financial downturns or emergencies.	**KR1:** Build a contingency fund covering at least three months of operational expenses by the end of Year 1.	**KPI 1:** Percentage of operational expenses covered by the fund.	Monthly review of fund balance relative to target.	Build fund covering operational expenses by the end of Year	Finance Director.	Initial seed capital, treasury management software.	End of Year 1.
	KR2: Increase contingency fund by 10% annually.	**KPI 2:** Annual fund growth percentage.	Annual financial review.	Increase fund by 10% annually.	Finance Manager.	Investment advisor, budgeting support.	End of each fiscal year.

Objective 4: Establish a cross-functional financial advisory board to regularly evaluate financial strategies and recommend adjustments based on economic trends.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Establish a cross-functional financial advisory board to regularly evaluate financial strategies and recommend adjustments based on economic trends.	**KR1:** Formulate an advisory board with representation from all departments within six months.	**KPI 1:** Board membership completeness.	Board member selection and appointment logs.	Formulate an advisory board within six months.	Finance Director.	Administrative support, meeting space.	End of Q2, Year 1.
	KR2: Hold quarterly board meetings to assess and adjust financial strategies.	**KPI 2:** Number of meetings conducted.	Meeting minutes and action items.	Assess financial strategies.	Finance Director.	Meeting coordination, financial reports.	Quarterly.

Strategic Goal 2: Optimize Budgeting and Financial Planning							
Goal Statement: Improve budgeting accuracy, forecasting, and transparency to enable informed financial decisions and resource allocation aligned with institutional priorities.							
OKR (Objective and Key Results)							
Objective 1: Achieve 95% accuracy in budget forecasts by implementing advanced budgeting software and leveraging historical data analytics.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Achieve 95% accuracy in budget forecasts by implementing advanced budgeting software and leveraging historical data analytics.	KR1: Reduce variance between budgeted and actual expenses to below 5%.	KPI 1: Budget variance rate (difference between budgeted and actual costs).	Monthly variance analysis.	Reduce expenses to below 5%.	Budgeting Manager.	Budgeting software (e.g., Adaptive Insights), data analyst.	Quarterly evaluations.
	KR2: Automate budget forecasting with a 95% accuracy rate by Q4.	KPI 2: Forecast accuracy percentage	Compare automated forecasts with actual outcomes.	Automate budget forecasting	Financial Systems Manager.	Budgeting automation tools, staff training.	Q4.
Objective 2: Reduce the gap between projected and actual expenses to within 10% by monitoring budget adherence and making adjustments as necessary.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Reduce the gap between projected and actual expenses to within 10% by monitoring budget adherence and making adjustments as necessary.	KR1: Conduct budget review meetings every quarter with department heads.	KPI 1: Number of quarterly budget reviews completed.	Record and document review meeting minutes.	Budget review meetings every quarter	Finance Director.	Meeting space, reporting software.	Quarterly.

Objective 3: Conduct quarterly budget reviews to evaluate and reallocate resources as per emerging needs and priorities.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Conduct quarterly budget reviews to evaluate and reallocate resources as per emerging needs and priorities.	**KR1:**Hold budget reallocation meetings every quarter with department heads.	**KPI 1:** Number of budget reviews conducted.	Documentation of meeting outcomes.	budget reallocation meetings every quarter	Budgeting Manager.	Financial analyst support, budget management tool.	Quarterly.

Objective 4: Improve budget transparency by making comprehensive financial reports available to stakeholders, with a goal of achieving 90% stakeholder satisfaction.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Improve budget transparency by making comprehensive financial reports available to stakeholders, with a goal of achieving 90% stakeholder satisfaction.	**KR1:**Publish detailed financial reports on a quarterly basis.	**KPI 1:** Timeliness and completeness of financial report publications.	Quarterly report dissemination logs.	financial reports on a quarterly basis.	Reporting Specialist.	Reporting software, content manager.	Quarterly.
	KR2: Conduct an annual stakeholder satisfaction survey regarding financial transparency.	**KPI 2:** Stakeholder satisfaction score.	Survey results and feedback.	annual stakeholder satisfaction survey	Finance Director.	Survey tool, analytics support.	End of each fiscal year.

Strategic Goal 3: Implement Advanced Asset Management and Safeguarding Protocols

Goal Statement: Ensure efficient utilization and safeguarding of DUHS's physical and digital assets through modern asset management practices and technologies.

OKR (Objective and Key Results)

Objective 1: Attain 100% asset tracking coverage using RFID and IoT technologies for high-value physical assets within the next three years.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Attain 100% asset tracking coverage using RFID and IoT technologies for high-value physical assets within the next three years.	KR1: Implement RFID tracking on 50% of high-value assets in Year 1.	KPI 1: Percentage of high-value assets tracked.	Asset inventory reports and tracking records.	RFID tracking on 50% in Year 1.	Asset Manager.	RFID tags, asset management system.	Year-end.

Objective 2: Implement blockchain technology to maintain a secure, verifiable ledger for digital assets, reducing administrative overhead by 20%.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Implement blockchain technology to maintain a secure, verifiable ledger for digital assets, reducing administrative overhead by 20%.	KR1: Achieve 20% reduction in asset management administrative time.	KPI 1: Percentage reduction in administrative hours.	Time-tracking data pre- and post-blockchain implementation.	20% reduction in asset management	IT Manager.	Blockchain platform, IT support.	End of Year 2.

Objective 3: Conduct biannual physical and digital asset audits to ensure compliance and accountability.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Conduct biannual physical and digital asset audits to ensure compliance and accountability.	KR1: Complete two comprehensive asset audits per year.	KPI 1: Number of audits completed.	Audit records and findings.	two comprehensive asset audits per year.	Asset Manager.	Auditing software, audit team.	Biannually.

Objective 4: Maintain an asset utilization rate of 80% or higher for key resources by enhancing tracking and real-time monitoring.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Maintain an asset utilization rate of 80% or higher for key resources by enhancing tracking and real-time monitoring.	KR1: Achieve 80% utilization rate for critical assets by end of Year 1.	KPI 1: Utilization rate of key assets.	Real-time monitoring data.	80% utilization rate for critical assets by end of Year 1.	Asset Utilization Specialist.	Asset tracking system, monitoring tools.	End of Year 1.

Strategic Goal 4: Strengthen Risk Management and Compliance

Goal Statement: Enhance risk management and regulatory compliance by deploying predictive tools and establishing rigorous internal control systems to safeguard DUHS's financial interests.

OKR (Objective and Key Results)

Objective 1: Integrate AI-based predictive analytics to identify potential financial risks, aiming to mitigate 75% of identified risks proactively.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Integrate AI-based predictive analytics to identify potential financial risks, aiming to mitigate 75% of identified risks proactively.	KR1: Use predictive analytics to mitigate 75% of high-risk transactions.	KPI 1: Percentage of risks mitigated through AI analysis.	Regular risk assessment reports.	mitigate 75% of high-risk transactions.	Risk Management Officer.	AI software, data analysis team.	2025–2026

Objective 2: Establish a compliance automation tool to monitor all financial transactions for regulatory adherence and flag non-compliance issues in real-time.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Establish a compliance automation tool to monitor all financial transactions for regulatory adherence and flag non-compliance issues in real-time.	KR1: Reduce instances of non-compliance by 90%.	KPI 1: Number of non-compliance incidents.	Compliance audit reports.	Reduce instances of non-compliance by 90%.	Compliance Officer.	Compliance software, training for staff.	Dec-26

Objective 3: Conduct annual risk assessments and refine mitigation strategies based on findings and emerging regulatory trends.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Conduct annual risk assessments and refine mitigation strategies based on findings and emerging regulatory trends.	KR1: Complete one comprehensive risk assessment each year.	KPI 1: Risk assessment completion rate.	Annual risk assessment report.	comprehensive risk assessment each year.	Risk Management Officer.	Risk analysis software, risk management consultant.	Dec-26

Objective 4: Achieve a compliance rate of 100% on financial audits by developing a compliance calendar and monitoring tool							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Achieve a compliance rate of 100% on financial audits by developing a compliance calendar and monitoring tool.	KR1: Develop a compliance calendar covering all regulatory requirements by Q2.	KPI 1: Compliance calendar completion.	Calendar audit log.	compliance calendar covering all requirements by Q2.	Compliance Officer.	Compliance software, auditor.	Dec-26

Strategic Goal 5: Enhance Financial Accountability and Transparency
Goal Statement: Foster a culture of accountability through clear financial policies, streamlined reporting, and transparent practices that strengthen trust among stakeholders.
OKR (Objective and Key Results)

Objective 1: Improve accessibility of financial policies and procedures, ensuring 100% availability to stakeholders by implementing an online policy repository.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Improve accessibility of financial policies and procedures, ensuring 100% availability to stakeholders by implementing an online policy repository.	KR1: Launch an online policy repository within six months.	KPI 1: Percentage of financial policies accessible online.	Repository access logs.	online policy repository within six months.	Policy Manager.	Online platform, content management system.	End of Q2, Year 1

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Establish a quarterly financial reporting system that offers transparency to stakeholders, aiming to increase trust and accountability ratings by 20%.	**KR1:** Publish comprehensive financial reports every quarter.	**KPI 1:** Report publication frequency.	Reporting logs.	financial reports every quarter.	Financial Reporting Manager.	Report generation software.	Quarterly

Objective 3: Implement blockchain-enabled financial reporting to create an immutable record of transactions and enhance audit trails.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Implement blockchain-enabled financial reporting to create an immutable record of transactions and enhance audit trails.	**KR1:** Implement blockchain technology for financial reporting by Year 2.	**KPI 1:** Blockchain system implementation status.	Project milestone tracking.	blockchain technology by Year 2.	IT Manager.	Blockchain platform, technical support.	End of Year 2.

Objective 4: Introduce regular training sessions on financial ethics and accountability, targeting 80% staff participation within two years.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Introduce regular training sessions on financial ethics and accountability, targeting 80% staff participation within two years.	**KR1:** Conduct quarterly training sessions on financial ethics and accountability.	**KPI 1:** Participation rate in training sessions.	Training attendance records.	quarterly training sessions	Training Coordinator.	Training materials, instructor.	Dec-26

Strategic Goal 6: Develop Staff Competencies and Financial Management Skills

Goal Statement: Build a robust financial team by equipping staff with modern financial management skills and training on emerging technologies for enhanced efficiency and accuracy.

OKR (Objective and Key Results)

Objective 1: Establish an annual training program focused on emerging financial technologies, targeting 50% of staff participation in the first year.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Establish an annual training program focused on emerging financial technologies, targeting 50% of staff participation in the first year.	**KR1:** Achieve 50% staff participation in training on emerging technologies.	**KPI 1:** Staff participation rate in training sessions.	Attendance records.	50% staff participation in training	Training Coordinator.	Trainers, LMS software.	Year-end.

Objective 2: Implement an AI-powered learning management system (LMS) to provide personalized skill development modules on financial management.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Implement an AI-powered learning management system (LMS) to provide personalized skill development modules on financial management.	**KR1:** Launch an AI-powered LMS by the end of Year 1.	**KPI 1:** LMS implementation status.	Project milestones.	AI-powered LMS by the end of Year 1.	IT Training Manager.	LMS platform, technical support.	End of Year 1.

Objective 3: Conduct biannual assessments to identify skill gaps in staff, ensuring targeted skill-building initiatives are in place to address critical needs.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Conduct biannual assessments to identify skill gaps in staff, ensuring targeted skill-building initiatives are in place to address critical needs.	**KR1:** Complete skill assessments for all staff twice a year.	**KPI 1:** Number of assessments completed.	Assessment reports.	Skill assessments for staff twice a year.	HR Manager.	Assessment tools, HR support.	Biannually.

Objective 4: Develop partnerships with external institutions for skill exchanges and certifications, with a target of 20% of staff completing certifications within three years.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Develop partnerships with external institutions for skill exchanges and certifications, with a target of 20% of staff completing certifications within three years.	**KR1:** Establish at least two partnerships with external institutions by end of Year 1.	**KPI 1:** Number of partnerships formed.	Partnership agreements.	At least two partnerships with external institutions	External Relations Officer.	Partnership liaison, administrative support.	End of Year 1.

SECTION IV: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS

Achieving the strategic goals will require careful planning and allocation of financial, human, and technological resources. Financial resources will be directed toward enhancing systems, building reserves, and supporting innovation through grants and partnerships. Human resources will be strengthened through targeted training, skill assessments, and external certifications, while strategic hires will support digital transformation and compliance. Technological resources such as AI, blockchain, and IoT will be adopted to improve budgeting, asset tracking, and reporting. Operationally, updated policies, automation tools, and collaborations with external institutions will drive efficiency and support long-term financial health.

SECTION V: IMPLEMENTATION AND MONITORING OF THE STRATEGIC PLAN

The plan will be implemented in phases over three years, with clear milestones, annual reviews, and defined KPIs to track progress. A Strategic Plan Oversight Committee will oversee implementation, supported by digital tools for real-time monitoring and reporting. Regular audits, stakeholder feedback, and compliance assessments will inform adjustments to ensure continued relevance and impact. Financial reports and strategic updates will be shared quarterly, fostering transparency and accountability across the organization. This structured approach will help the Directorate maintain alignment with DUHS's vision and adapt to financial challenges proactively.

SECTION VI: LIST OF APPENDICES

No.	DESCRIPTION
A	SWOT ANALYSIS
B	TOWS MATRIX

APPENDIX A: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
1. **Advanced ERP System Implementation:** Enables real-time monitoring, streamlined financial processes, improved data accuracy, and enhanced compliance and decision-making. 2. **Compliance with Government Regulations:** Reduces legal risks and enhances eligibility for government grants and programs. 3. **Transparency and Accountability:** Builds trust with stakeholders and ensures efficient, ethical financial management. 4. **Experienced and Qualified Staff:** Skilled professionals with strong expertise in budgeting, accounting, and financial management. 5. **Government Funding for Infrastructure:** Supports key academic, research, and healthcare projects, improving service delivery and capacity.	1. **High Dependency on Government Funding:** Limits financial flexibility and increases vulnerability to budget fluctuations and delays. 2. **Data Inaccuracy and Non-Availability:** Hampers accurate forecasting, compliance, and evidence-based decision-making. 3. **Staffing Uncertainty and Lack of Structured Policies:** Affects workforce stability, planning, and performance. 4. **Unanticipated Expenditures & Late Bill Submissions:** Disrupts cash flow, budgeting, and long-term planning. 5. **Resistance to Change:** Challenges in adopting new processes and systems, limiting organizational agility.
OPPORTUNITIES	**THREATS**
1. **Technology Adoption:** Invest in advanced tools and analytics for better forecasting, automation, and data-driven decision-making. 2. **Revenue Diversification:** Leverage partnerships, alumni, fee-for-service, and fundraising initiatives to build financial resilience. 3. **Process Optimization:** Streamline workflows to reduce errors and improve reporting timelines and accuracy. 4. **Stakeholder & Alumni Engagement:** Access funding, mentorship, and insights through strategic collaborations. 5. **Benchmarking Best Practices:** Adopt industry standards in healthcare costing and financial management for improved efficiency and competitiveness.	1. **Regulatory Changes:** May increase compliance complexity and require costly operational adjustments. 2. **Political Interference:** Risks compromising financial autonomy, transparency, and resource allocation. 3. **Economic Instability:** May reduce funding, disrupt budgets, and limit investment capacity. 4. **Growing Competition:** Threatens DUHS's market share and ability to attract top talent and students. 5. **Rising Employee End Benefit Liabilities:** Strains financial resources and threatens long-term sustainability.

APPENDIX B: TOWS MATRIX

	OPPORTUNITIES	THREATS
	1. **Technology Adoption:** Invest in advanced tools and analytics for better forecasting, automation, and data-driven decision-making. 2. **Revenue Diversification:** Leverage partnerships, alumni, fee-for-service, and fundraising initiatives to build financial resilience. 3. **Process Optimization:** Streamline workflows to reduce errors and improve reporting timelines and accuracy. 4. **Stakeholder & Alumni Engagement:** Access funding, mentorship, and insights through strategic collaborations. 5. **Benchmarking Best Practices:** Adopt industry standards in healthcare costing and financial management for improved efficiency and competitiveness.	1. **Regulatory Changes:** May increase compliance complexity and require costly operational adjustments. 2. **Political Interference:** Risks compromising financial autonomy, transparency, and resource allocation. 3. **Economic Instability:** May reduce funding, disrupt budgets, and limit investment capacity. 4. **Growing Competition:** Threatens DUHS's market share and ability to attract top talent and students. 5. **Rising Employee End Benefit Liabilities:** Strains financial resources and threatens long-term sustainability.
STRENGTHS	**SO**	**ST**
1. **Advanced ERP System Implementation:** Enables real-time monitoring, streamlined financial processes, improved data accuracy, and enhanced compliance and decision-making. 2. **Compliance with Government Regulations:** Reduces legal risks and enhances eligibility for government grants and programs. 3. **Transparency and Accountability:** Builds trust with stakeholders and ensures efficient,	1. Leverage the ERP system to enable real-time reporting, support process optimization, and improve compliance and forecasting. 2. Utilize qualified staff to champion technology adoption and professional development, fostering innovation and continuous improvement.	1. Use the ERP system and compliance framework to remain agile and adaptable during economic instability and regulatory shifts. 2. Maintain transparency and governance standards to withstand political pressures, safeguarding integrity and public trust. 3. Empower experienced staff to build resilient teams and create

ethical financial management. 4. **Experienced and Qualified Staff:** Skilled professionals with strong expertise in budgeting, accounting, and financial management. 5. **Government Funding for Infrastructure:** Supports key academic, research, and healthcare projects, improving service delivery and capacity.	3. Maximize government infrastructure funding to invest in smart facilities, research labs, and digital finance systems aligned with DUHS's strategic growth. 4. Enhance transparency and accountability to build trust with alumni and stakeholders, encouraging collaborative fundraising and support.	succession plans to address talent loss due to competitive pressures. 4. Strategically allocate government funding to offset liability-related risks, ensuring long-term infrastructure and healthcare project viability.
WEAKNESSES	**WO**	**WT**
1. **High Dependency on Government Funding:** Limits financial flexibility and increases vulnerability to budget fluctuations and delays. 2. **Data Inaccuracy and Non-Availability:** Hampers accurate forecasting, compliance, and evidence-based decision-making. 3. **Staffing Uncertainty and Lack of Structured Policies:** Affects workforce stability, planning, and performance. 4. **Unanticipated Expenditures & Late Bill Submissions:** Disrupts cash flow, budgeting, and long-term planning. 5. **Resistance to Change:** Challenges in adopting new processes and systems, limiting organizational agility.	1. Address government funding dependency by actively diversifying revenue streams through grants, partnerships, and donations. 2. Invest in data management systems and automation tools to tackle data inaccuracies, enabling better decision-making and compliance. 3. Counter resistance to change by involving stakeholders in change management, offering targeted training, and showcasing process improvement outcomes. 4. Develop structured HR policies to improve staffing stability, and align these with future-oriented talent development programs. 5. Introduce expense tracking and vendor management systems to reduce the impact of unplanned expenditures and late billing.	1. Develop a revenue risk mitigation plan to buffer against economic downturns and reduce reliance on government support. 2. Improve data governance and analytical capacity to sharpen strategic responses to market competition and policy changes. 3. Build a change-ready culture to respond swiftly to regulatory demands and institutional reforms. 4. Stabilize workforce planning to counteract political interference and reduce disruption caused by employment uncertainty. 5. Integrate long-term financial planning tools to manage rising end benefit liabilities, and ensure timely expenditure reporting to avoid budget surprises.