OFFICE OF STRATEGIC DEVELOPMENT AND IMPLEMENTATION (OSDI)

DOW UNIVERSITY OF HEALTH SCIENCES

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

To Heal | To Educate | To Discover

بسم الله الرحمن الرحيم

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DIRECTOR'S MESSAGE

Dear DUHS Community,

It is with great pride and optimism that I present to you the Office of Strategic Development and Implementation's (OSDI) Strategic Plan for 2024–2027.
This plan marks a pivotal step in our journey toward achieving the long-term vision of Dow University of Health Sciences (DUHS)a vision of excellence in healthcare, education, and innovation.
Over the years, DUHS has consistently demonstrated resilience and adaptability in the face of a rapidly changing healthcare landscape.
Building on this legacy, OSDI is committed to driving transformative initiatives that align with our mission of fostering excellence in education, research, and patient care. This strategic plan is not merely a documentation; it is a roadmap for shaping the future of DUHS as a global leader in healthcare and academia.

Our strategy is centered on five key goals:
- Strengthening our strategic planning processes,
- Promoting professional growth and capacity building,
- Fostering innovation and leveraging cutting-edge technologies,
- Enhancing collaboration and communication, and
- Ensuring sustainability and operational efficiency.

We are embracing the potential of artificial intelligence, data-driven decision-making, and interdepartmental collaboration to propel DUHS forward. At the same time, we remain steadfast in our commitment to inclusivity, empathy, and respect, which are the core values that define our institution.

The success of this plan depends on our collective effort. As key contributors, your dedication, expertise, and passion will drive our journey toward excellence, innovation, and collaboration. Together, we can position DUHS to lead change and shape a legacy of enduring excellence beyond 2030. Join hands with OSDI to seize opportunities, overcome challenges, and build a future that redefines possibilities.

Together, let us write the next chapter of DUHS's story—one of transformation, resilience, and impact.

With gratitude and determination,

Muhammad Babar
Director, Strategic Development & Implementation
Dow University of Health Sciences

EXECUTIVE SUMMARY

The Office of Strategic Development and Implementation (OSDI) at DUHS has designed a Strategic Plan for 2024–2027, aimed at aligning the institution's mission, vision, and values with innovative and sustainable healthcare and educational practices.

OSDI has identified five strategic goals: strengthening strategic planning processes, fostering professional growth, promoting innovation, enhancing communication, and ensuring operational efficiency.

These goals will be achieved through a range of objectives, including the integration of AI in planning, the establishment of a performance management system, and the development of external partnerships. As DUHS moves toward 2030, the institution aims to set new standards in healthcare education and patient care, with OSDI as a catalyst for this transformation.

This plan will help to positions DUHS as a leader in healthcare education and research through a robust, inclusive approach that will foster collaboration, resilience, and measurable outcomes across all departments.

ABOUT OSDI

The Office of Strategic Development and Implementation (OSDI) at Dow University of Health Sciences (DUHS) is dedicated to guiding the institution toward a sustainable and transformative future in healthcare, education, and research. Recognizing the rapid evolution of the healthcare landscape, OSDI plays a pivotal role in aligning DUHS's mission and vision with innovative strategies to address emerging challenges and seize new opportunities.

Strategic planning at OSDI is a systematic, data-driven process that translates DUHS's overarching goals into actionable objectives. This process involves envisioning the desired future, developing a strategic roadmap, and ensuring the effective execution of plans across all departments. By integrating advanced tools, technologies, and methodologies, OSDI ensures that the university remains agile and competitive in a dynamic global environment.

DUHS, a premier institution in healthcare and education, offers an extensive range of undergraduate and postgraduate programs designed to meet the demands of the healthcare sciences. These programs are complemented by DUHS's commitment to community service through preventive, diagnostic, and rehabilitative care, especially for underserved populations. Research is embedded as a core pillar of the university's mission, fostering innovation and creating a culture of academic excellence.

The 2024–2027 Strategic Plan is designed to capitalize on DUHS's strengths, address institutional challenges, and harness emerging opportunities in healthcare, education, and research. The plan is built upon a collaborative and inclusive approach that ensures all stakeholders—academic, administrative, and healthcare teams—contribute to its success.
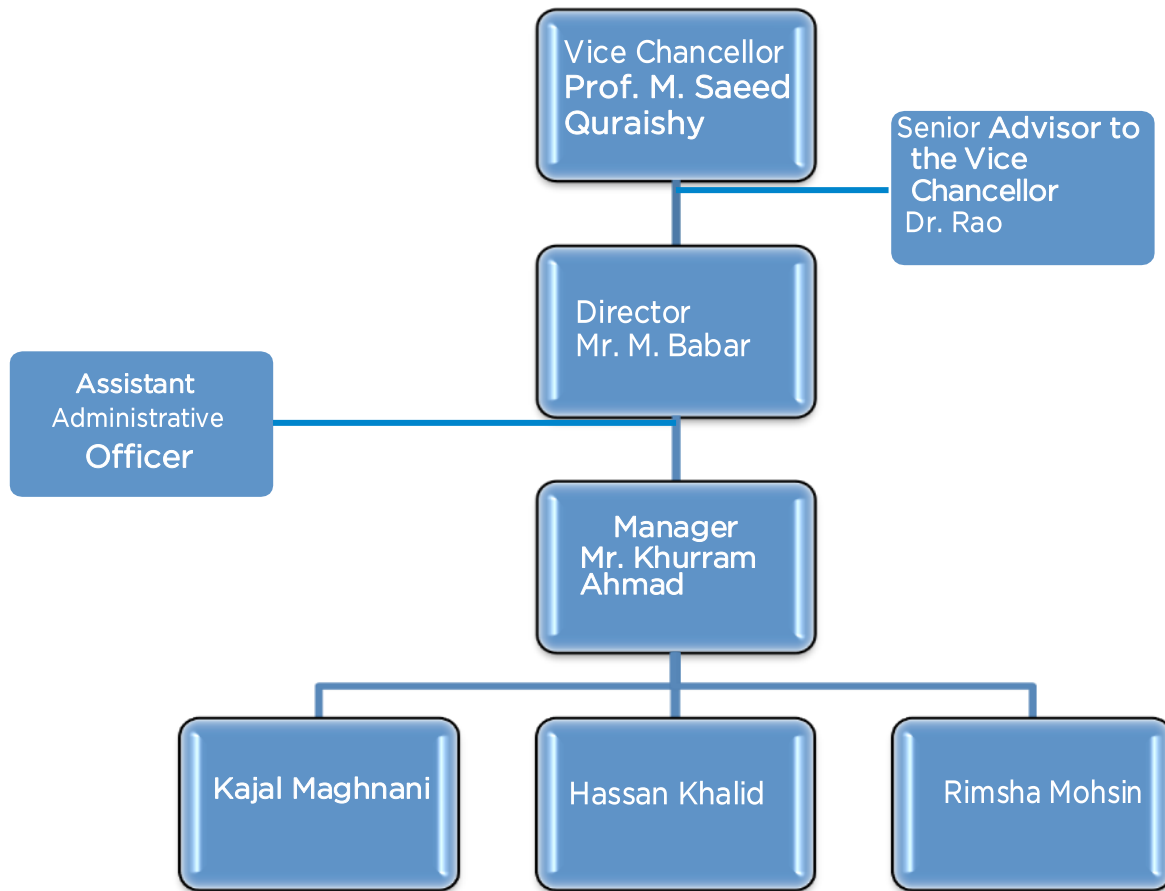
INTRODUCTION & OVERVIEW

In 2018, Dow University of Health Sciences embarked on developing a comprehensive strategic plan that would serve as a guide for the University in years to come. This rigorous process yielded a well-defined and expansive Master Strategic Plan entitled "A Bridge to Excellence".

To implement this plan in a timely manner and to monitor its progress, Dow University of Health Sciences has established an Office of Strategic Development and Implementation (OSDI), which reports directly to the Office of the Vice Chancellor. Its principal responsibilities include (but not limited to) the following

- Plan, Develop, implement & monitor effective University strategic plan.
- Monitor departmental strategies and align it to the University's strategy.
- Design strategic map of DUHS.
- Create and manage scorecards for all individual units and departments and review it Monthly/ quarterly/ and Yearly.
- To evaluate and monitor KPI'S and ORK's of each individual unit according to the overall corporate strategy.
- Proper communication of strategy to the entire workforce using different means.
- Close coordination with key strategy support functions (IT, Finance, HR and QEC).
- Create upstream synergy and evaluate diversification opportunities for growth.
- Bridge, facilitate and align all departments together for information sharing and necessary actions.

ORGANOGRAM

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                    ┌─────────────────┐
                    │ Vice Chancellor │
                    │ Prof. M. Saeed  │────────┐ Senior Advisor to
                    │ Quraishy        │         │   the Vice
                    └────────┬────────┘         │   Chancellor
                             │                  │ Dr. Rao
                    ┌────────┴────────┐
                    │ Director        │
         ┌──────────│ Mr. M. Babar    │
  Assistant         └────────┬────────┘
  Administrative             │
  Officer           ┌────────┴────────┐
                    │ Manager         │
                    │ Mr. Khurram     │
                    │ Ahmad           │
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  │ Kajal     │      │ Hassan Khalid │     │ Rimsha Mohsin │
  │ Maghnani  │      │               │     │               │
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SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS

The strategic planning process at OSDI is designed to ensure clarity, alignment, and adaptability. The process includes four main stages:

1. **Strategic Analysis** – Using SWOT and TOWS analyses, we assess internal and external factors impacting DUHS. This includes feedback from stakeholders across academic, administrative, and healthcare departments.

2. **Strategic Formulation** – Objectives and key results (OKRs) are established in alignment with DUHS's vision and mission. Goals are set in areas critical to DUHS's success, such as professional development, innovation, and communication.

3. **Strategic Implementation** – Each department is equipped with resources and guidance to operationalize strategies. This includes resource planning, departmental scorecards, and periodic strategic retreats to track progress.

4. **Monitoring and Evaluation** – OSDI conducts quarterly and annual reviews of progress towards strategic goals. Adjustments are made based on performance data, with an emphasis on continuous improvement and sustainable results.

Through this strategic plan, OSDI aims to provide DUHS with a long-term competitive advantage, positioning it as a global leader in healthcare education and patient-centric care. By fostering innovation, collaboration, and inclusivity, OSDI endeavors to create a resilient and forward-thinking institution that not only meets but exceeds expectations.

The journey ahead demands dedication, adaptability, and a shared commitment to excellence. With the 2024–2027 Strategic Plan, OSDI is confident that DUHS will achieve new milestones, transform challenges into opportunities, and set new benchmarks in healthcare and education. Together, we will shape a future where DUHS continues to thrive as a beacon of hope, innovation, and impact.
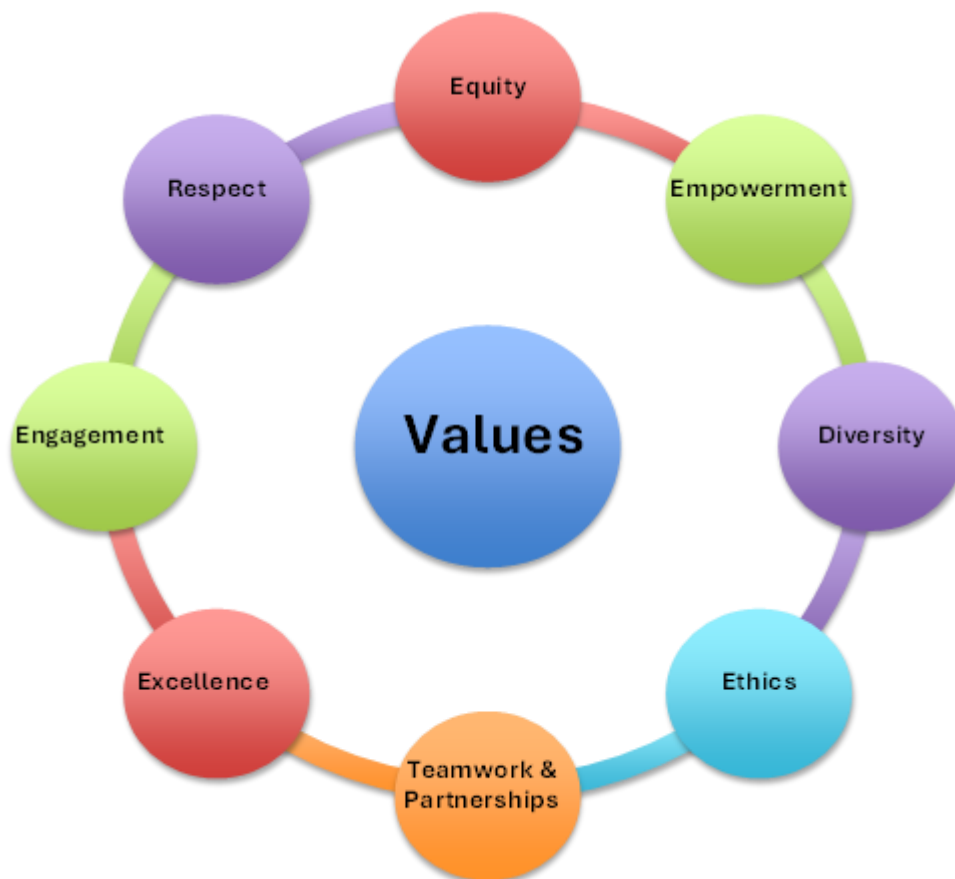
SECTION II: VISION, MISSION, & VALUES

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

To be the driving force behind the successful execution of Dow University's strategic initiatives, ensuring that all departments align with DUHS's vision and mission through robust strategic planning, implementation, and continuous improvement

SECTION III: ASPIRATIONAL INSTITUTIONS

1. Aga Khan University, Karachi Pakistan

2. King Abdul Aziz University, Jeddah, Kingdom of Saudi Arabia

SECTION IV: STRATEGIC GOALS

Goal 01:   Strengthening Strategic Planning and Implementation Processes

Objective 1: Develop and implement a comprehensive strategic framework that aligns all DUHS departments with institutional objectives.

Objective 2: Establish a performance management system linked to the strategic plan.

Objective 3: Conduct regular reviews to update strategic goals based on performance metrics and changing conditions.

Goal 02:   Promote Capacity Building and Professional Development

Objective 1: Build the capacity of OSDI staff by training them in advanced strategic tools and techniques.

Objective 2: Offer training and consultancy services to internal DUHS departments to improve their strategic planning capabilities.

Objective 3: Implement a mentorship program within OSDI to ensure succession planning and professional growth.

Goal 03:   Foster Innovation and Technological Advancement

Objective 1: Integrate AI and AGI into OSDI's strategic planning and monitoring processes.

Objective 2: Develop predictive models using AI and machine learning to anticipate challenges in healthcare education and clinical services.

Goal 04:   Improve Communication and Collaboration

Objective 1: Strengthen strategic communication across DUHS departments to ensure unity of purpose.

Objective 2: Facilitate stronger collaboration between OSDI and critical departments such as Finance, HR, IT, and Academic Affairs.

Objective 3: Build partnerships with external organizations to share strategic planning best practices.

Goal 05:   Ensure Sustainability and Operational Efficiency

Objective 1: Develop and launch high-impact projects that contribute to the fiscal sustainability of DUHS.

Objective 2: Improve operational efficiency by automating internal processes within OSDI.

OBJECTIVES, OKRs, & KPIs

Strategic Goal 1: Strengthen Strategic Planning and Implementation Processes
Goal Statement: To enhance the strategic alignment, performance monitoring, and execution of the university's strategic goals across all units, ensuring DUHS achieves its vision and mission effectively.
OKR (Objective and Key Results)
Objective 1: Develop and implement a comprehensive strategic framework that aligns all DUHS departments with institutional objectives.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Develop and implement a comprehensive strategic framework that aligns all DUHS departments with institutional objectives	KR1.1: Ensure that all departments have strategic maps aligned with DUHS's institutional goals by Q1 2025.	100% of departments aligned with institutional strategy.	Annual review of departmental strategic maps and alignment reports.	All departments should have their strategic plan	Director OSDI & OSDI	Strategic planners, department heads, IT platform for strategic alignment tracking.	Q1 2025.

Objective 2: Establish a performance management system linked to the strategic plan.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Establish a performance management system linked to the strategic plan.	KR 2.1: Implement a performance management scorecard system for all DUHS departments by Q3 2025.	Monthly and quarterly performance scorecards reviewed by department heads.	Tracking the implementation of scorecards and ensuring departments use them consistently.	Develop a performance management scorecard	Manager & Coordinators of OSDI	Performance management software, training for departmental staff, monitoring team.	Q3 2025.
	KR 2.2: Train 100% of department heads and staff on using performance scorecards by Q3 2025.	Percentage of staff trained.	Attendance records, feedback from participants.			Training materials, trainers, facilities.	Q3 2025.

Objective 3: Conduct regular reviews to update strategic goals based on performance metrics and changing conditions.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Conduct regular reviews to update strategic goals based on performance metrics and changing conditions.	KR 3.1: Hold annual strategic review sessions with all department heads, starting Q4 2025.	100% of departments participate in annual reviews.	Participation logs, updated strategic plans from departments.	Conduct reviews of all departments	Director OSDI	Meeting venues, planning tools, and expert facilitators.	Q4 2025 and annually.
	KR 3.2: Implement all necessary updates to strategic goals by Q1 2026.	100% of relevant updates implemented.	Documented updates in strategic plans.			Strategic planning team, document management system.	Q1 2026.

Strategic Goal 2: Promote Capacity Building and Professional Development
Goal Statement: To enhance the skillset and expertise of OSDI staff and internal DUHS departments by providing advanced training in strategic management and innovative technologies.
OKR (Objective and Key Results)

Objective 1: Build the capacity of OSDI staff by training them in advanced strategic tools and techniques.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Build the capacity of OSDI staff by training them in advanced strategic tools and techniques.	KR1.1: Train 100% of OSDI staff in strategic management tools, including AI and AGI, by Q4 2025.	Percentage of staff trained.	Training completion certificates, staff feedback.	Training of all OSDI members	Manager OSDI	Training courses, external consultants, learning materials.	Q4 2025.

Objective 2: Offer training and consultancy services to internal DUHS departments to improve their strategic planning capabilities.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Offer training and consultancy services to internal DUHS departments to improve their strategic planning capabilities.	KR 2.1: Conduct at least 5 strategic planning workshops for DUHS departments annually starting in 2025.	Number of departments trained annually.	Workshop attendance logs, post-training surveys.	Conduct 5 workshops	Manager OSDI	Workshop facilitators, materials, venues.	Starting Q3 2025 and ongoing.

Objective 3: Implement a mentorship program within OSDI to ensure succession planning and professional growth.							
Implement a mentorship program within OSDI to ensure succession planning and professional growth.	KR 3.1: Mentor 3 junior staff members for leadership positions by 2026.	Number of staff mentored and promoted.	Documentation of mentorship progress, promotion records.	Mentoring of 3 Junior Staff	Director OSDI	Senior staff mentors, time allocation, career development materials.	Q4 2026.

Strategic Goal 3: Foster Innovation and Technological Advancement							
Goal Statement: To integrate innovative technologies such as AI, AGI, and machine learning into strategic management processes, making OSDI more effective and forward thinking.							
OKR (Objective and Key Results)							
Objective 1: Integrate AI and AGI into OSDI's strategic planning and monitoring processes.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Integrate AI and AGI into OSDI's strategic planning and monitoring processes.	KR 1.1: Implement AI-driven dashboards in all key departments by Q4 2026.	Number of AI dashboards implemented.	Functionality of dashboards, feedback from department users.	Implementation of AI-driven dashboards	OSDI Coordinators	AI software, data engineers, IT infrastructure, and training for users.	Q4 2026.
Objective 2: Develop predictive models using AI and machine learning to anticipate challenges in healthcare education and clinical services.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Develop predictive models using AI and machine learning to anticipate challenges in healthcare education and clinical services.	KR 2.1: Develop predictive models for three key strategic areas by Q2 2027.	Number of predictive models developed and used.	Validation of predictive model outputs, integration into planning processes.	Predictive models for 3 key strategic areas	OSDI Coordinators	Data scientists, AI development platforms, and collaboration with DUHS research teams.	Q2 2027.

Strategic Goal 4: To enhance internal and external communication between OSDI and other DUHS departments, ensuring effective collaboration in the achievement of strategic goals.							
Goal Statement: To integrate innovative technologies such as AI, AGI, and machine learning into strategic management processes, making OSDI more effective and forward thinking.							
OKR (Objective and Key Results)							
Objective 1: Strengthen strategic communication across DUHS departments to ensure unity of purpose.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Strengthen strategic communication across DUHS departments to ensure unity of purpose.	KR 1.1: Develop and distribute quarterly strategic updates to 100% of departments by Q1 2025.	Number of updates distributed and read.	Newsletter distribution metrics, open rates.	Quarterly updates & Reports	Manager OSDI	Communication team, email platform, content creators.	Q1 2025 and ongoing.

Objective 2: Facilitate stronger collaboration between OSDI and critical departments such as Finance, HR, IT, and Academic Affairs.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Facilitate stronger collaboration between OSDI and critical departments such as Finance, HR, IT, and Academic Affairs.	KR 2.1: Establish bi-monthly inter-departmental strategy meetings by Q1 2025.	The number of meetings held and participation rates.	Meeting minutes, attendance records.	3-5 meetings	OSDI Manager and Coordinators	Meeting spaces, coordination team, and facilitators.	Q1 2025 and ongoing.

Objective 3: Build partnerships with external organizations to share strategic planning best practices.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Build partnerships with external organizations to share strategic planning best practices	KR 3.1: Establish at least two external partnerships by Q2 2027.	Number of external partnerships formed.	Partnership agreements, joint initiatives launched.	2 external partnerships	Director OSDI	Networking opportunities, external outreach team.	Q2 2027.

Strategic Goal 5: Ensure Sustainability and Operational Efficiency
Goal Statement: Develop and launch high-impact projects that contribute to the fiscal sustainability of DUHS.
OKR (Objective and Key Results)

Objective 1: Strengthen strategic communication across DUHS departments to ensure unity of purpose.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Strengthen strategic communication across DUHS departments to ensure unity of purpose.	KR 1.1: Launch at least one high-impact, revenue-generating projects by Q4 2026.	Number of projects launched, ROI from these projects.	Financial reports, project impact analysis.	Launching 1 high-impact revenue-generating project	Director OSDI	Project development teams, financial investment, external partnerships.	Q4 2026.

Objective 2: Improve operational efficiency by automating internal processes within OSDI.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Improve operational efficiency by automating internal processes within OSDI.	KR 2.1: Reduce administrative task time by 20% through automation by Q3 2026.	Percentage reduction in time spent on administrative tasks.	Time tracking reports before and after automation.	Reduction of administrative task time by 20%	Manager OSDI	Automation software, IT specialists, process engineers.	Q3 2026.

SECTION V: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS

To achieve strategic goals effectively, the Office of Strategic Development and Implementation (OSDI) at Dow University of Health Sciences (DUHS) has meticulously plan and allocate resources across key areas.

Resource Planning for OSDI's Strategic Goals

1. Qualified Human Resource:
   - Implement targeted training programs to improve skill the workforce in areas crucial for strategic execution.
   - Recruit qualified professionals with expertise in strategic planning, performance management, and data analytics.

2. Implement a comprehensive Power BI training program to enhance data visualization and analysis capabilities.

3. Establish a fully functional and cohesive department structure to optimize workflow efficiency and productivity.

4. specialized training sessions focused on Key Performance Indicator (KPI) development and management to enhance performance measurement capabilities.

5. Technological resources must be upgraded to support innovation and operational efficiency, with staff training to maximize their use.

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SECTION VI: IMPLEMENTATION AND MONITORING OF STRATEGIC PLAN

The successful execution of the 2024–2027 Strategic Plan hinges on a structured and adaptive implementation and monitoring framework. The Office of Strategic Development and Implementation (OSDI) is committed to ensuring that each strategic goal is translated into actionable initiatives, tracked effectively, and continuously refined to meet the dynamic needs of DUHS.

1. Strategic Implementation Framework

OSDI has developed an institution-wide implementation roadmap that assigns clear responsibilities, timelines, and performance indicators to each strategic initiative. The implementation process will involve:

- **Departmental Alignment:** Each DUHS department will develop unit-level strategic plans aligned with the overarching institutional goals and OSDI's strategic direction.

- **Strategic Scorecards:** Balanced scorecards will be developed for all departments to monitor performance against defined objectives, key results (OKRs), and key performance indicators (KPIs).

- **Resource Allocation:** Strategic initiatives will be supported with appropriate financial, technological, and human resources, aligned with priorities set forth in the strategic goals.

- **Capacity Building:** OSDI will provide training sessions, toolkits, and strategic consultancy to support departments in implementing their respective strategies effectively.

2. Monitoring, Evaluation, and Reporting (MER)

An integrated Monitoring, Evaluation, and Reporting system has been designed to ensure transparency, accountability, and adaptability throughout the strategic cycle. This includes:

- **Quarterly Reviews:** Each department will submit progress reports on their strategic initiatives, which will be reviewed during quarterly strategy review meetings chaired by OSDI.

- **Annual Strategic Retreats:** Annual retreats will bring together key stakeholders to assess overall institutional progress, share best practices, and realign strategies where needed.

- **KPI Dashboards:** Real-time KPI dashboards will be developed to monitor performance metrics at both departmental and institutional levels, enabling data-driven decision-making.

- **Performance Appraisals:** Individual and departmental performance appraisals will be integrated with strategic goals, ensuring alignment of personal objectives with institutional priorities.

3. Feedback and Continuous Improvement

OSDI is committed to fostering a culture of continuous improvement through stakeholder feedback and evidence-based adjustments. Mechanisms include:

- **Stakeholder Surveys:** Regular surveys and feedback loops involving faculty, staff, students, and administrative teams will inform strategy refinement.

- **Strategy Review Board:** A multi-disciplinary board, including representatives from Academic Affairs, Finance, HR, IT, and healthcare services, will be convened bi-annually to evaluate strategy execution and recommend course corrections.

- **Agile Revisions:** The strategic plan will remain a living document, capable of agile revisions in response to emerging challenges, opportunities, or performance insights.

4. Risk Management and Mitigation

To ensure sustainable implementation, OSDI will integrate risk management practices into the strategic cycle:

- **Risk Identification:** Potential risks to strategy execution will be proactively identified through environmental scanning and SWOT/TOWS analysis updates.

- **Mitigation Plans:** Each strategic initiative will be accompanied by a risk mitigation plan, with contingencies and fallback mechanisms.

- **Crisis Response Protocols:** OSDI will collaborate with key departments to establish strategic responses to disruptions, including public health crises, regulatory changes, and resource limitations.

SECTION VII: LIST OF APPENDICES

No.	DESCRIPTION
A	SWOT ANALYSIS
B	TOWS MATRIX

APPENDIX A: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
1. Leadership support (Prof. M. Saeed Quraishy) 2. Expert oversight (Dr. Sohail Rao)	1. Newly established department 2. Shortage of trained and skilled personnel
OPPORTUNITIES	**THREATS**
1. Provide training/consultancy to other private/public sector universities in the strategic planning process. 2. Training students/faculty staff in need/specialization	1. Resistance to change 2. Change in leadership

APPENDIX B: TOWS MATRIX

	OPPORTUNITIES	THREATS
	1. Provide training/consultancy to other private/public sector universities in the strategic planning process. 2. Training students/faculty staff in need/specialization	1. Resistance to change 2. Change in leadership
STRENGTHS	**SO**	**ST**
1. Leadership support (Prof. M. Saeed Quraishy) 2. Expert oversight (Dr. Sohail Rao)	1. Use the opportunity to provide training/consultancy services to other private and public sector universities to establish collaborative networks. 2. Establish Partnerships for Strategic Planning: Develop a collaborative approach to offer specialized consultancy services, tapping into the expert oversight available within the department. 3. Align the training programs with the specific needs and specializations identified within the department, enhancing the educational offerings and providing a unique value proposition.	1. Utilize strong leadership support to establish a comprehensive change management education program within the department. 2. Develop a continuous skill enhancement program that ensures the workforce remains adaptable and can swiftly respond to emerging challenges, mitigating the impact of external threats.
WEAKNESSES	**WO**	**WT**
1. Newly established department 2. Shortage of Trained and skills personnel	1. Capacity building of existing staff 2. Hiring a Qualified workforce	1. Establish a dedicated change management task force within the department to specifically address the threat of resistance to change. 2. Counter the threat of external changes by establishing a system for continuous monitoring.