



DOW INSTITUTE OF PHYSICAL  
MEDICINE AND REHABILITATION  
DOW UNIVERSITY OF HEALTH SCIENCES

# STRATEGIC PLAN

## (2024 – 2027)

Pioneering Excellence | Inspiring Innovation



**To Heal | To Educate | To Discover**

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## DIRECTOR'S MESSAGE



It is an honor and privilege to be a part of an institution that has the vision to provide unmatched health education and is dedicated to providing quality health services. Rehabilitation is an immensely rewarding profession that attempts a holistic intervention of medicine, physical therapy, occupational, speech therapy, prosthetics and orthotics, etc. I am proud to say that our team of expert rehabilitation specialists has more than 25 years of clinical and research experience. Dow Institute of Physical Medicine & Rehabilitation plays a significant role in the promotion of quality education in rehabilitation sciences and clinical services to the community. Graduates of DIPM&R are not only making their mark in some of the most renowned rehabilitation institutes in Pakistan but are also contributing to esteemed institutions abroad, exemplifying the success of integrated medical education.

As we look to the future, the vision of Dow Institute of Physical Medicine & Rehabilitation (DIPM&R) is committed to several key advancements in rehabilitation sciences, including student competency through clinical exposure, expanding collaborations with international institutes integrating advanced technologies, and developing specialized training programs. By aligning our objectives with the rising needs of healthcare, we strive to cultivate a new generation of rehabilitation professionals who are equipped to meet the challenges of tomorrow. Together, we aim to elevate the standards of rehabilitation services worldwide, ensuring that every patient receives the comprehensive care they deserve.

**Dr. Farhan Ishaque**

## EXECUTIVE SUMMARY

The Dow University of Health Sciences DUHS is a pioneering institution providing integrated Medical and Allied Health Sciences education. We remain committed to carrying forward this legacy of educational excellence in the shape of the Dow Institute of Physical Medicine & Rehabilitation, (DIPM&R) offering the Doctor of Physical Therapy (5 Years program appendix) and Masters in Advance Physiotherapy (MSAPT appendix -ii). We cater yearly to a batch of 100 students of DPT as per HEC policy at the OJHA Campus, Karachi, providing excellent academic facilities with senior and competent faculty with fully equipped labs, and classrooms along with providing physical therapy and related services to the community. 100 seats (appendix-iii) for each batch of DPT out of which 50 seats are for open merit and 50 seats for self-finance

The DPT Curriculum is recognized by the HEC, Pakistan advisory board, and approved by the University Statutory bodies. Physiotherapy deals with treating injuries and musculoskeletal disorders of patients. Physiotherapists diagnose and treat injured and differently abled patients, helping with their rehabilitation. Below is a list of careers in rehabilitation sciences:

• Hospitals	• Sports and fitness center
• Private clinics	• Research
• Nursing homes	• Defense establishments
• Corporates	• Universities and colleges
• Rehabilitation centers	• Orthopedic clinics

The strategic plans of DIPM&R with outcomes can be summarized as follows:

- **Increase Research Output:** Enhance research capabilities and output through innovative projects in the field of rehabilitation sciences.
- **Enhance Student Competency:** Expand clinical exposure opportunities for students, providing hands-on experiences in diverse rehabilitation settings.
- **Expand National/International Collaborations:**

Establish partnerships with leading institutes to facilitate knowledge exchange, joint research, and enriched educational experiences.

By focusing on these strategic goals, we aim to elevate the standards of rehabilitation education and practice, ultimately benefiting our students and the communities we serve.

## ABOUT THE INSTITUTE

The Dow Institute of Physical Medicine & Rehabilitation (DIPM&R) is the first civilian multidisciplinary rehabilitation institute in Pakistan. Established in 2007, DIPM&R has since been at the forefront of rehabilitation sciences education and clinical practice. As an integral part of Dow University of Health Sciences, the institute is committed to excellence in medical education and healthcare services.

DIPM&R offers comprehensive academic programs that include the Doctor of Physical Therapy (DPT) and a Master of Science in Advanced Physiotherapy (MSAPT). The institute enrolls 100 students annually, follows HEC policies, and provides state-of-the-art academic and clinical facilities. With a team of experienced faculty members and specialists, DIPM&R ensures that students receive the highest quality education and training, preparing them for diverse roles in rehabilitation sciences.

Beyond academics, DIPM&R plays a vital role in providing clinical services to the community. The institute is dedicated to enhancing patient care by integrating advanced rehabilitation techniques and multidisciplinary treatment approaches. Through research, innovation, and collaboration, DIPM&R continues to set benchmarks in rehabilitation sciences, contributing significantly to both national and international healthcare sectors.

## INTRODUCTION & OVERVIEW

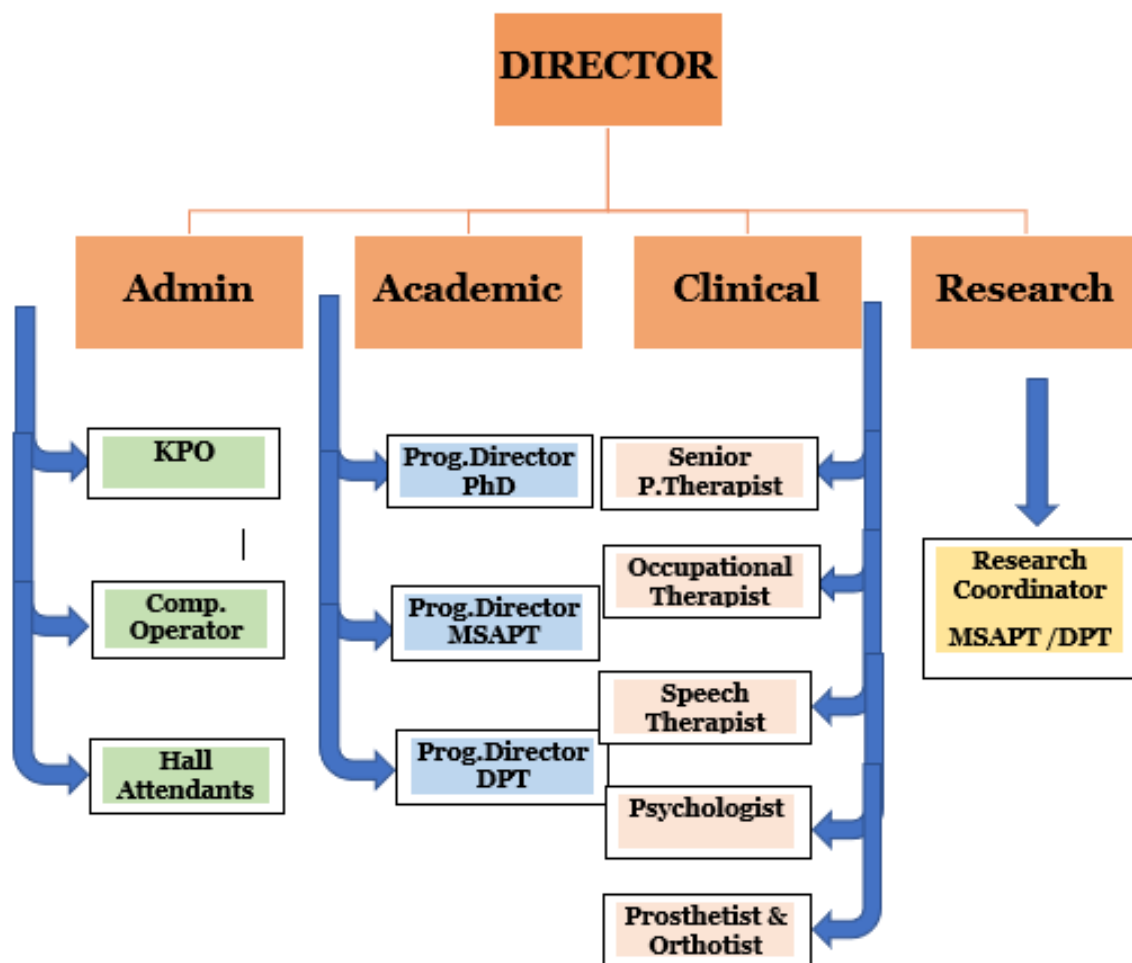
The Dow Institute of Physical Medicine & Rehabilitation (DIPM&R) is a distinguished institution committed to advancing rehabilitation sciences through quality education, clinical excellence, and innovative research. Established in 2007 as the first civilian multidisciplinary rehabilitation service, DIPM&R operates under the Dow University of Health Sciences (DUHS), a leading institution in medical and allied health sciences education. The institute offers a Doctor of Physical Therapy (DPT) program, a master's in advanced Physiotherapy (MSAPT), and plans to introduce a PhD in rehabilitation sciences to further academic research. With a highly experienced faculty, state-of-the-art facilities, and a strong focus on clinical exposure, DIPM&R ensures that students are well-equipped to meet the evolving demands of rehabilitation sciences.

Our graduates are making significant contributions both nationally and internationally, serving hospitals, research institutions, rehabilitation centers, sports and fitness facilities, and defense establishments. As we look to the future, DIPM&R is dedicated to enhancing student competency through clinical exposure, increasing research output, expanding collaborations with international institutes, and integrating advanced technologies into rehabilitation sciences. The institute's strategic vision for 2024-2027 includes increasing enrollment capacity, expanding clinical services, and fostering innovation to elevate the standards of rehabilitation education and practice.

With a firm commitment to excellence, DIPM&R continues to lead the way in shaping the future of rehabilitation sciences, ensuring that patients receive the highest quality of care while empowering the next generation of rehabilitation professionals.



## INSTITUTIONAL ORGANOGRAM



## CURRENT FACULTY & STAFF

**Dow Institute of Physical Medicine & Rehabilitation Dow University of Health Sciences**

**Faculty & Staff DIPM&R**

**Feb-2024**

### **FACULTY & STAFF (REGULAR)**

S. No	Emp ID	Employee Name	Institute	Designation	Regular
1	4456	Dr. FARHAN ISHAQUE	DIPM&R Ojha Campus	Director & Associate Professor	Regular
2	3295	MUHAMMAD AQIQ	DIPM&R Ojha Campus	Assistant. Manager Admin	Regular
3	2089	Dr FAISAL YAMEEN (PT)	DIPM&R Ojha Campus	Assistant Professor	Regular
4	2298	Dr ATIQ-UR- REHMAN (PT)	DIPM&R Ojha Campus	Assistant Professor	Regular
5	4470	Dr SAMREEN YASMEEN (PT)	DIPM&R Ojha Campus	Assistant Professor	Regular
6	4450	Dr MUHAMMAD SARFARAZ (PT)	DIPM&R Ojha Campus	Assistant Professor	Regular
7	4435	Dr. SYED SAEED QAISER	DIPM&R Ojha Campus	Assistant Professor	Regular
8	5539	Dr. SAJJAD ALI	DIPM&R Ojha Campus	Assistant Professor	Regular
9	3667	Dr AFSHAN KHALID (PT)	DIPM&R Ojha Campus	Senior Lecturer	Regular
10	4112	Dr ERUM NAZ (PT)	DIPM&R Ojha Campus	Senior Lecturer	Regular
11	4115	Dr NAZIA ZEYA (PT)	DIPM&R Ojha Campus	Senior Lecturer	Regular
12	4448	Dr SAEED AHMED SHAIKH (PT)	DIPM&R Ojha Campus	Senior Lecturer	Regular
13	5394	Dr. SAMREEN KHAN	DIPM&R Ojha Campus	Lecturer	Regular
14	5163	AREEBA SHAFIQ	DIPM&R Ojha Campus	Lecturer	Regular
15	4420	Dr SOBIA MEERAN (PT)	DIPM&R Ojha Campus	Senior Physiotherapist	Regular
16	5972	AYESHA YOUNUS	DIPM&R Ojha Campus	Special Educator	Regular
17	6025	SUMREEN MAHMOOD	DIPM&R Ojha Campus	Special Educator	Regular

18		Samina	DIPM&R Ojha Campus	Receptionist	Regular
19		Sajjad Ghor	DIPM&R Ojha Campus	Naib Qasid	Regular
<b>FACULTY &amp; STAFF (CONTRACT)</b>					
S.No	Emp ID	Employee Name	Institute	Designation	Contract
20	8297	Dr Zubair Ali Khowaja	DIPM&R Ojha Campus	Physiatrist	Contract
21	4223	Dr SABA AIJAZ ALI (PT)	DIPM&R Ojha Campus	Lecturer	Contract
22	8293	Dr MUHAMMAD UZAIR KHAN (PT)	DIPM&R Ojha Campus	Clinical Instructor	Contract
23	8294	Dr HAFSA PARACHA (PT)	DIPM&R Ojha Campus	Research Coordinator	Contract
24	8295	Dr FELICIANUS ANTHONY PEREIRA (PT)	DIPM&R Ojha Campus	Clinical Instructor	Contract
25	7850	Dr AREESHA ANWER (PT)	DIPM&R Ojha Campus	Lab In charge	Contract
26	8658	ABDUL SAMAD	DIPM&R Ojha Campus	Occupational Therapist	Contract
27	8657	SAMAN ALTAF	DIPM&R Ojha Campus	Occupational Therapist	Contract
28	8743	ANGBEEN WASIF	DIPM&R Ojha Campus	Occupational Therapist	Contract
29	8581	AISHA HANIF	DIPM&R Ojha Campus	Psychologist	Contract
30	5212	WASEEM AHMED	DIPM&R Ojha Campus	Speech Therapist	Contract
31		SYED AUSAF MEHDI	DIPM&R Ojha Campus	Senior Prosthetist and Orthotist	Contract
32	8236	SADAF RAMZAN	DIPM&R Ojha Campus	Prosthetist and Orthotist	Contract
33	8237	SUNDUS YASIN	DIPM&R Ojha Campus	Prosthetist and Orthotist	Contract
34	5127	MAJID ISLAM	DIPM&R Ojha Campus	Coordinator	Contract
35	9092	AHSAN AKBER	DIPM&R Ojha Campus	Junior Computer Operator	Contract
36	9176	Tufail Ahmed	DIPM&R Ojha Campus	Lecturer Hall Attendant	Contract
37	5542	MUHAMMAD IRFAN	DIPM&R Ojha Campus	Gym Coordinator	Contract

## **SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS**

The strategic planning process at the Dow Institute of Physical Medicine & Rehabilitation (DIPM&R) is designed to enhance academic excellence, research innovation, and patient-centered rehabilitation services. By aligning with the evolving needs of healthcare, DIPM&R is committed to expanding student enrollment, strengthening research capabilities, and advancing clinical training.

A key focus is on improving student competency through specialty-based hands-on clinical training, ensuring graduates are well-prepared to deliver high-quality rehabilitation care. Integrating research within the academic framework is a priority, with efforts aimed at increasing student involvement in scholarly projects and fostering faculty-led research collaborations at both national and international levels. Strengthening multidisciplinary rehabilitation services is another critical component, ensuring that patient care is comprehensive and holistic.

To achieve these objectives, DIPM&R is adopting an evidence-based approach that emphasizes continuous curriculum enhancement, faculty development, and investment in cutting-edge rehabilitation technologies. By fostering a culture of research, innovation, and clinical excellence, the institute aims to shape a new generation of professionals equipped to address the challenges of modern rehabilitation sciences while making meaningful contributions to patient care and global healthcare advancements.

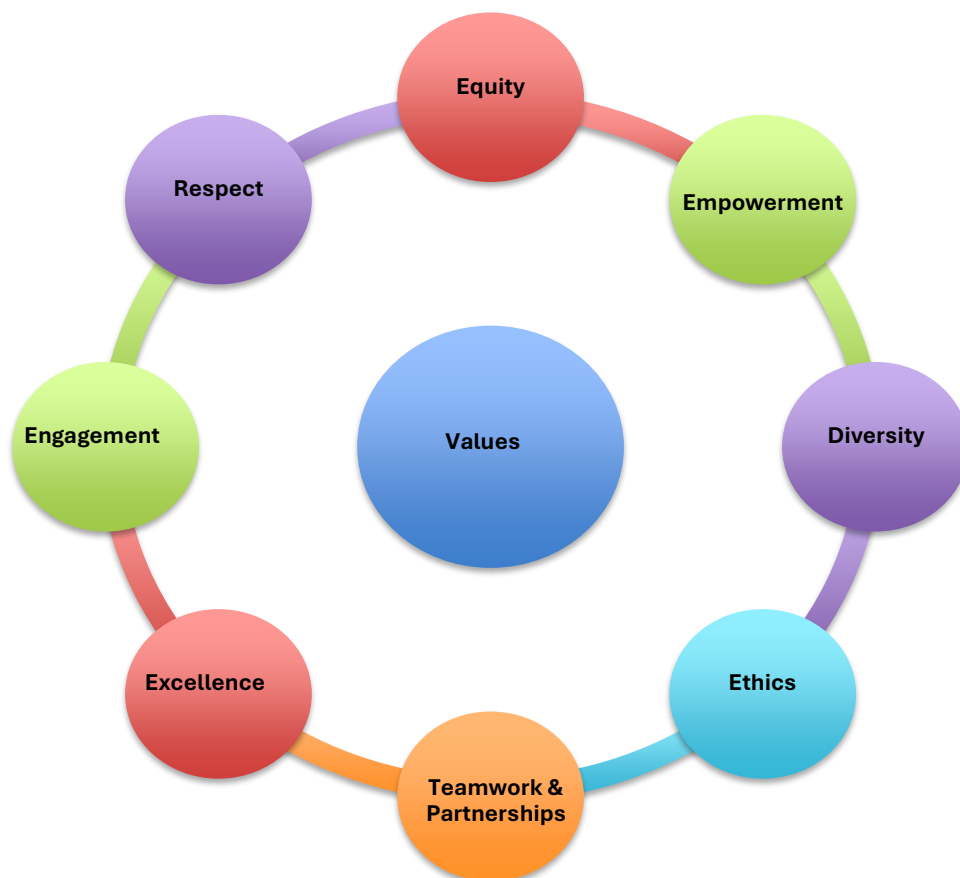
## SECTION II: VISION, MISSION & VALUES

### 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 patients & students first.*

- **Empathy & Compassion**

*Understand before you judge.*

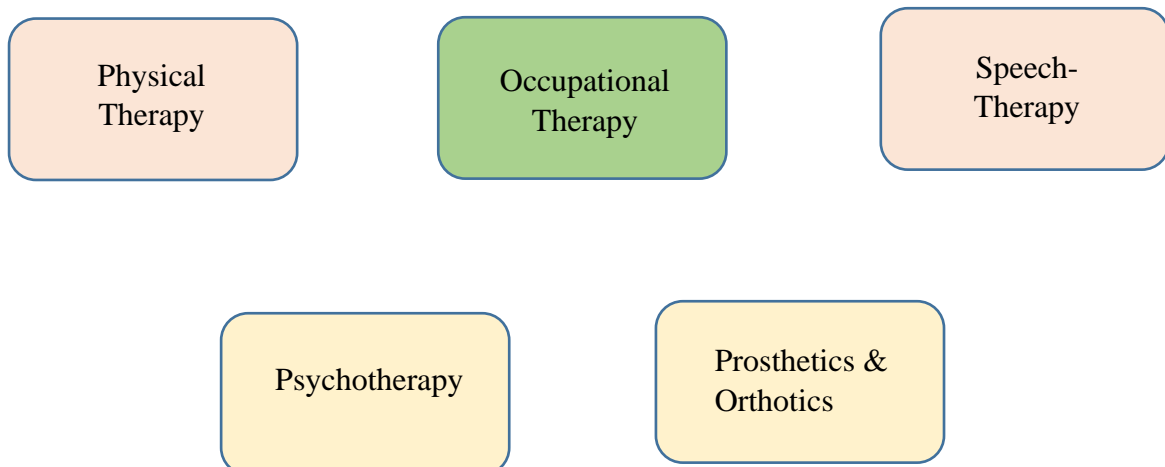
*Be concerned for the sufferings & misfortunes of others.*

- **Excellence**  
*Be the best and commit to exceptional quality and service.*
- **Innovation**  
*Encourage curiosity, imagine, create, and share.*
- **Teamwork**  
*Engage & collaborate.*
- **Integrity & Leadership**  
*Be a role model and influence others to achieve their best. Have the courage to do the right thing.  
Hold yourself and others accountable.*
- **Respect & Collegiality**  
*Be kind.  
Listen to understand.  
Value different opinions.*

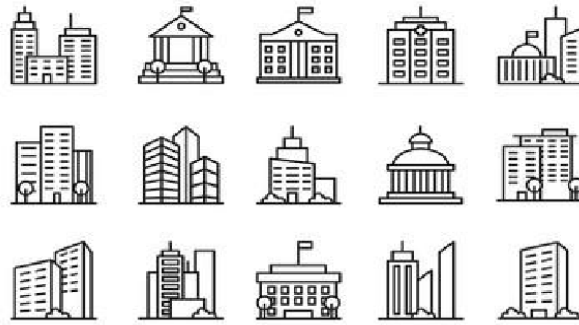
#### STATEMENT OF PURPOSE:

The Dow Institute of Physical Medicine & Rehabilitation is dedicated to improving the quality of life through world-class education, research, and clinical services. Our mission is to develop skilled rehabilitation professionals while advancing research in physical therapy and providing top-tier clinical services to the community.

We achieve this goal through a multidisciplinary approach that combines the expertise of various healthcare professionals, including physical therapists, occupational therapists, prosthetics & orthotics, speech therapists, psychologists, and special educators.



### SECTION III: ASPIRATIONAL INSTITUTIONS



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#### **Armed Forces Institute of Rehabilitation Medicine (AFIRM):**

The largest institute for rehabilitation medicine in Pakistan. AFIRM is a rehabilitation center in Rawalpindi, affiliated with the Pakistan Armed Forces. It provides comprehensive rehabilitation services to military personnel and civilians who have experienced physical disabilities or injuries.

#### **Ziauddin College of Physiotherapy:**

Ziauddin University offers both academic and clinical services in physical therapy and other allied health professions. The college is a renowned institution located in Karachi, Pakistan. It is affiliated with the Ziauddin University, which is recognized by the Higher Education Commission (HEC) of Pakistan. Ziauddin University offers DPT, M. Phil, and Ph. D degrees in physical therapy and Allied Health Sciences.

#### **The Aga Khan University (AKU)**

AKU operates a Physiotherapy Clinic as part of its healthcare services. The AKU Physiotherapy Clinic provides comprehensive physiotherapy services to patients in need of rehabilitation and therapeutic interventions. The AKU Physiotherapy Clinic typically offers a range of services that may include:

- Therapeutic Interventions
- Pain Management
- Patient Education
- Rehabilitation Programs

## **SECTION IV: STRATEGIC GOALS**

**Goal I: Enhance Academic Excellence and Expand Program Offerings**

Objective 1: Implement a Progressive and Interdisciplinary Curriculum.

Objective 2: Reactivate and Expand Academic Programs.

**Goal II: Advance Research and Innovation in Rehabilitation Sciences**

Objective 1: Execute High-Impact Research Projects.

Objective 2: Foster National and International Research Collaborations.

**Goal III: Provide Comprehensive and Accessible Clinical Training.**

Objective 1: Develop State-of-the-Art Clinical Training Facilities.

Objective 2: Expand Clinical Services to Enhance Accessibility.

**Goal IV: Develop and Retain Skilled Faculty and Staff.**

Objective 1: Implement Faculty Development Programs.

Objective 2: Recruit and Retain Top-Tier Faculty.

**Goal V: Enhance Institutional Infrastructure and Technology Integration.**

Objective 1: Develop Comprehensive Academic and Clinical Facilities.

Objective 2: Integrate Advanced Technologies in Education and Training.



## OBJECTIVES OKRs & KPIs

### Strategic Goal 1: Enhance Academic Excellence and Expand Program Offerings

**Goal Statement:** Strengthen and diversify the academic curriculum to meet the evolving demands of the healthcare industry, ensuring that graduates are well-prepared to excel in their professions.

#### OKR (Objective and Key Results)

#### Objective 1: Implement a Progressive and Interdisciplinary Curriculum

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Revise and enhance the curriculum by integrating interdisciplinary perspectives, innovative teaching methodologies, and experiential learning opportunities to foster holistic student development.	KR1.1: Integrate at least two new interdisciplinary courses into the curriculum within the next academic year.	KPI 1.1: Several new interdisciplinary courses were introduced.	Course enrollment and completion data.	2 new interdisciplinary courses.	Departmental Head, Program Director, Faculty Members, Academic Coordinators	Trained & skillful faculty, digital resources, Professional development/training	1 year
	KR 1.2: Implement three innovative teaching methods (e.g., flipped classrooms, case-based learning) across all programs by the end of the year.	KPI 1.2: Student engagement and satisfaction scores.	Student feedback surveys and course evaluations.	3 innovative teaching methods were implemented.	Departmental Head, Program Director, Faculty Members, Academic Coordinators	Trained & skillful faculty, digital resources, Professional development/training	1 year

#### Objective 2: Reactivate and Expand Academic Programs

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Reactivate inactive programs and introduce new degree offerings to meet the growing demand for rehabilitation professionals and increase the institute's academic diversity.	KR 2.1: Relaunch the BSOT and BS P&O programs with updated curricula and faculty support within one year.	KPI 2.1: Status of program reactivation.	Program accreditation and relaunch documentation	BSOT and BS P&O programs relaunched.	Departmental Head, Marketing and Recruitment Head, Financial Officer, P&D	Infrastructure Facilities and Equipment, Trained & skillful faculty	1 year
	KR2.2: Enroll at least 50 students in the reactivated programs within the first year of relaunch.	KPI 2.2: Enrollment numbers in reactivated programs.	Enrollment records and student demographic data.	50 students enrolled in the first year.	Marketing Department	Marketing Campaigns by Marketing Depart.	1 year

**Strategic Goal 2: Advance Research and Innovation in Rehabilitation Sciences**

**Goal Statement: Position DIPM&R as a leader in rehabilitation research by executing innovative projects that contribute to advancements in medical diagnostics and therapeutic technologies.**

**OKR (Objective and Key Results)**

**Objective 1: Execute High-Impact Research Projects**

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Launch and complete research projects that focus on cutting-edge technologies in rehabilitation, enhancing the institute's research output and impact.	KR1.1: Secure funding for at least five research projects in rehabilitation sciences within one year.	KPI 1.1: Number of research projects funded.	Research grant approvals and funding records.	5 research projects were funded.	Research Faculty Members	experienced/ Research Faculty, research assistants, Collaboration and Networking with other institutes/hospitals	1 year
	KR 1.2: Publish a minimum of 10 peer-reviewed research papers annually from these projects.	KPI 1.2: Number of peer-reviewed publications.	Publication data from academic journals.	10 publications per year.	Research Faculty Members	Financial & Human Resources	2-3 years

**Objective 2: Foster National and International Research Collaborations**

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Establish and nurture research collaborations with national and international institutions to enhance the quality and scope of research conducted at DIPM&R.	KR 2.1: Establish at least five new research collaborations within the next two years.	KPI 2.1: Several new research collaborations were established.	MoUs and partnership agreements.	5 new research collaborations	Faculty Members	Human Resources, Training and Development	2 years
	KR2.2: Increase collaborative research output by 20% through joint publications and projects.	KPI 2.2: Collaborative research output (joint publications, projects).	Joint publication and project records.	20% increase in collaborative research output.	Faculty Members	Financial & Human Resources	2-3 years

Strategic Goal 3: Provide Comprehensive and Accessible Clinical Training							
Goal Statement: Enhance clinical training programs by developing state-of-the-art facilities and expanding clinical services to ensure students gain hands-on experience and provide high-quality patient care.							
OKR (Objective and Key Results)							
Objective 1: Develop State-of-the-Art Clinical Training Facilities							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Establish and upgrade clinical facilities to provide cutting-edge training environments that support student learning and improve patient care outcomes.	KR1.1: Establish two new clinical training facilities within the next 18 months.	KPI 1.1: Several new clinical training facilities were established.	Facility development and equipment installation records.	2 new clinical facilities.	Departmental Head, Procurement department	Infrastructure Financial, Human, , Technology Resources	2 years
	KR 1.2: Improve patient care outcomes by 30% as measured by patient feedback and clinical performance metrics.	KPI 1.2: Patient care outcome metrics.	Patient feedback surveys and clinical performance data.	30% improvement in patient care outcomes.	Clinical Staff.	as above	2 years
Objective 2: Expand Clinical Services to Enhance Accessibility							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Introduce evening clinical services to increase the accessibility of healthcare services and optimize the utilization of existing infrastructure.	KR 2.1: Launch evening clinical services within the next six months as a pilot program.	KPI 2.1: Implementation of evening clinical services.	Service launch records and operational data.	Evening clinical services launched.	Marketing Head and Clinical Staff.	Infrastructure Financial, human, technology Resources	6 months
	KR2.2: Increase patient intake by 20% through expanded service hours.	KPI 2.2: Patient intake and service utilization rates.	Patient intake logs and service utilization reports.	20% increase in patient intake.	clinical staff	Infrastructure Financial, human, technology Resources	as above

Strategic Goal 4: Develop and Retain Skilled Faculty and Staff							
Goal Statement: Invest in faculty and staff development programs to attract, train, and retain top-tier professionals committed to advancing rehabilitation education and research.							
OKR (Objective and Key Results)							
Objective 1: Implement Faculty Development Programs							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Provide continuous professional development opportunities for faculty and staff to enhance their teaching, research, and clinical skills.	KR1.1: Conduct five faculty development workshops on emerging rehabilitation techniques and pedagogical methods within the next year.	KPI1.1: Several faculty development workshops were conducted.	Workshop attendance records.	5 workshops were conducted.	Faculty Participants	Facilitators/ supporting staff/Finance	1 year
	KR 1.2: Increase faculty satisfaction and engagement scores by 25% as measured by annual surveys.	KPI 1.2: Faculty satisfaction and engagement scores.	Annual faculty satisfaction and engagement surveys.	25% increase in satisfaction and engagement.	HR, QEC	Financial, human, and technology Resources	1 year
Objective 2: Recruit and Retain Top-Tier Faculty							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Address faculty shortages by recruiting highly qualified professionals and offering competitive benefits to retain existing staff.	KR 2.1: Hire five new Ph.D.-qualified faculty members within the next year.	KPI 2.1: Number of new faculty hires.	Recruitment records and hiring data.	5 new Ph.D. faculty hires.	HR	Finance /human resource	2-3 years
	KR2.2: Reduce faculty turnover by 20% through enhanced retention strategies.	KPI 2.2: Faculty turnover rates.	Faculty turnover and retention reports.	20% reduction in turnover.	HOD	Finance /human resource	1-2 years

Strategic Goal 5: Enhance Institutional Infrastructure and Technology Integration							
Goal Statement: Build advanced infrastructure and integrate cutting-edge technologies to support innovative education, research, and clinical training in rehabilitation sciences.							
OKR (Objective and Key Results)							
Objective 1: Develop Comprehensive Academic and Clinical Facilities							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Establish and upgrade facilities to support advanced education, research, and practical training in rehabilitation sciences, ensuring alignment with industry standards.	KR1.1: Complete the development of two new specialized laboratories within the next 18 months.	KPI 1.1: Number of new laboratories established.	Facility development and upgrade reports.	2 new laboratories.	Head of institute/	Finance /Human resource	2-3 years
	KR 1.2: Upgrade 100% of existing clinical and academic facilities to meet modern standards within two years.	KPI 1.2: Percentage of upgraded facilities.	Facility inspection and accreditation records.	100% of facilities upgraded.	HOD	Finance /Human resources/ Technology	2-3 years
Objective 2: Integrate Advanced Technologies in Education and Training							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Incorporate cutting-edge technologies such as VR, AR, and telehealth into the curriculum to enhance student learning experiences and clinical training outcomes.	KR 2.1: Integrate VR and AR tools into three major courses within the next two years.	KPI 2.1: Several courses use VR/AR tools.	Curriculum updates and technology integration records.	3 courses with VR/AR integration.	Research and Development	Finance /Human resources/ Technology	2-3 years
	KR2.2: Achieve a 30% improvement in student engagement and learning outcomes as measured by course evaluations and performance metrics.	KPI 2.2: Student engagement and learning outcome metrics.	Course evaluations and student performance data.	30% improvement in engagement and outcomes.	Director of Academic Affairs	Human Resources, finance	as above

## **SECTION V: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS**

Achieving the strategic goals of the Dow Institute of Physical Medicine & Rehabilitation (DIPM&R) requires careful and thoughtful resource planning. Financial resources will be allocated across several key areas: expanding and upgrading academic facilities such as classrooms, laboratories, and clinical training spaces; integrating advanced technologies into both education and patient care; and supporting faculty development programs to ensure continuous enhancement of teaching and clinical expertise.

Additionally, funding will be directed toward research initiatives, including both national and international collaborations, to advance rehabilitation sciences. To ensure optimal resource allocation, a detailed budgeting and forecasting process will be implemented, with regular assessments of spending efficiency and alignment with strategic objectives.

The resource planning process will be flexible enough to adapt to emerging needs, ensuring the institute remains well-positioned to achieve its goals.

## SECTION VI: IMPLEMENTATION AND MONITORING OF STRATEGIC PLAN

The implementation of DIPM&R's strategic plan will follow a structured, multi-phased approach, ensuring that each objective is achieved in a timely and coordinated manner. Clear timelines and measurable milestones will be set for each strategic goal, and specific teams will be assigned responsibility for executing the plan. Progress will be monitored through regular review meetings, with faculty and leadership teams reporting on the status of initiatives and providing insights into challenges and opportunities. Key performance indicators (KPIs) aligned with each goal will be used to assess progress and effectiveness, ensuring that the strategic plan remains on track.

In addition, continuous feedback from stakeholders, including students, faculty, and external partners, will be integrated into the monitoring process to adjust as needed. A formal evaluation will take place quarterly to track both short-term and long-term goals, while annual strategic reviews will allow for a comprehensive assessment of the plan's success and any necessary course corrections.

This structured approach to implementation and monitoring will guarantee long-term sustainability and impact of DIPM&R's strategic initiatives.

## SECTION VII: LIST OF APPENDICES

No.	DESCRIPTION
A	Total number of enrolled students
B	DPT scheme of studies
C	SWOT Analysis
D	TOWS Matrix



**APPENDIX A:**  
**TOTAL NUMBER OF ENROLLED STUDENTS**  
**(UNDERGRADUATE & POSTGRADUATE)**

DPT	Total Students	MSAPT	Total Students
BATCH -I	93	BATCH -X	12
BATCH -II	106	BATCH -XI	20
BATCH -III	112	BATCH -XII	06
BATCH-IV	100		
<b>TOTAL</b>	<b>411</b>		<b>38</b>

YEAR	TOTAL NO. OF APPLICANTS
2020	1573
2021	1542
2022	1065
2023	882
2024	705

## APPENDIX B: DPT SCHEME OF STUDIES

### 1<sup>st</sup> Professional Year:

Semester	Courses	CODES	Course Credit Hours			Semester Credit Hours
			Theory	Practical /Labs.	Total	
1	Anatomy-I	ANA 101	3	1	4	18
	Physiology-I	PHY 101	2	1	3	
	Kinesiology-I	KINE 101	2	1	3	
	English-I (Functional English)	ENG 101	3	0	3	
	Pakistan Studies	PKS 101	2	0	2	
	Introduction To Computer	INC 101	2	1	3	
2	Anatomy -II	ANA 102	3	1	4	18
	Kinesiology-II	KINE 102	2	1	3	
	Physiology-II	PHY 102	2	1	3	
	English-II (Communication Skills)	ENG 102	3	0	3	
	Islamic Studies / Ethics	ISE 102	2	0	2	
	Medical Physics	MPY 102	2	1	3	

### 2<sup>nd</sup> Professional Year:

Semester	Courses	CODES	Course Credit Hours			Semester Credit Hours
			Theory	Practical/Labs	Total	
3	Evidence-Based Practice	EBP 201	2	1	3	17
	Pathology & Microbiology-I	PMB 201	2	0	2	
	Musculoskeletal Physical Therapy	MSK 201	2	1	3	
	Anatomy-III (Neuroanatomy)	ANA 201	2	1	3	
	Physical Agents & Electrotherapy-I	PAE 201	2	1	3	
	Medicine-I	MED 201	3	0	3	
4	Manual Therapy	MT 202	2	1	3	17
	Biomechanics & Ergonomics-I	BMCHE 202	3	0	3	
	Therapeutic Exercises & Techniques	THE 202	2	1	3	

	Biochemistry-I	BCHM 202	2	0	2	
	Physical Agents & Electrotherapy - II	PAE 202	2	1	3	
	Supervised Clinical Practice-I (Musculoskeletal Physiotherapy)	CPMSK 202	-	-	3	

### 3<sup>rd</sup> Professional Year:

Semester	Courses	CODES	Course Credit Hours			Semester Credit Hours
			Theory	Practical/Labs	Total	
5	Clinical Decision-Making & Differential Diagnosis	CDMDD 301	3	0	3	19
	Surgery -I (Orthopedics surgery)	SURG 301	3	0	3	
	Biomechanics & Ergonomics-II	BMCHE 301	2	1	3	
	Biochemistry-II	BCHM 301	2	1	3	
	Pharmacology & Therapeutics 1 (MSK & Neuro)	PHARM 301	2	0	2	
	Sports Physical Therapy	SPPT 301	2	0	2	
	Supervised Clinical Practice -II (Musculoskeletal Physiotherapy)	CPMSK 301	-	-	3	
6	Integumentary Physical Therapy	ITGP 302	2	0	2	17
	Anatomy-IV (Cardiopulmonary)	ANA 302	2	1	3	
	Physiology-III (Cardiopulmonary)	PHY 302	2	1	3	
	Neurological Physical Therapy	NPT 302	2	1	3	
	Pediatric Physical Therapy	PDP 302	2	0	2	
	Prosthetics & Orthotics	PAO 302	2	0	2	
	Supervised Clinical Practice- III (Neurological Physiotherapy)	CPNPT 302	-	-	2	

#### 4<sup>th</sup> Professional Year:

Semester	Courses	CODES	Course Credit Hours			Semester Credit Hours
			Theory	Practical/Labs	Total	
7	Radiology & Diagnostic Imaging	RDI 401	2	1	3	18
	Surgery II	SURG 401	3	0	3	
	Medicine II	MED 401	3	0	3	
	Pathology & Microbiology-II	PMB 401	2	1	3	
	Cardiopulmonary Physical Therapy	CPPT 401	2	1	3	
	Supervised Clinical Practice-IV (Cardiopulmonary Physiotherapy)	CPCPPT 401			3	
	English-III (Technical Writing & Presentation Skills)	ENG 402	3	0	3	17
	Pharmacology & Therapeutics-II (Cardiopulmonary)	PHARM 402	2	0	2	
8	Exercise Physiology	EXP 402	2	1	3	
	Biostatistics	BST 402	3	0	3	
	Emergency Procedures & Primary Care in Physical Therapy	EPPCP 402	2	1	3	
	Supervised Clinical Practice V (ICU)	CPICU 402	-	-	3	

### 5<sup>th</sup> Professional Year:

Semester	Courses	CODES	Course Credit Hours			Semester Credit Hours
			Theory	Practical/ Labs.	Total	
9	Obstetrics & Gynecological Physical Therapy	OBSGP 501	2	0	2	17
	Molecular Biology & Genetics	MBIOG 501	2	0	2	
	Behavioral Sciences (Psychology & Ethics)	BHS 501	2	0	2	
	Health & Wellness	HLTHW 501	2	0	2	
	Scientific Inquiry & Research Methodology	SIRMD 501	2	1	3	
	Sociology	SOCIO 501	2	0	2	
	Supervised Clinical Practice-VI (Obstetrics & Gynecological Physiotherapy)	CPOBSGP 501			4	
10	Community Medicine & Rehabilitation	CMR 502	3	0	3	17
	Professional Practice (Laws, Ethics & Administration)	PRFP 502	2	0	2	
	Gerontology & Geriatric Physical Therapy	GNTGP 502	2	0	2	
	Supervised Clinical Practice-VII (Geriatric Physiotherapy)	CPGP 502			4	
	Research Project	RSP 502			6	

## MSAPT SCHEME OF STUDIES

Semester	Course Code	Modules	Credit Hours			Semester Credit Hour	Faculty
			Theory	Practical / Labs.	Total		
I						9	
	ADPHY- 703	Research Methodology	2	1	3		External/visiting
	ADPHY- 705	Biostatistics	2	1	3		External/visiting
	ADPHY- 707	Epidemiology	3		3		External/visiting
II	ADPHY- 717	Musculoskeletal Physiotherapy	2	1	3	8	External/visiting
	ADPHY- 704	Applied Biomechanics	2	1	3		External/visiting
	ADPHY- 721	Clinical Practice in Musculoskeletal Physiotherapy	2				Supervisors in wards
III	ADPHY- 702	Neurological Physiotherapy	2	1	3	10	External/visiting
	ADPHY- 706	Clinical Practice Neurological Physiotherapy			2		Supervisors in wards
	ADPHY- 722	Cardiopulmonary Physical Therapy	2	1	3		External/visiting
	ADPHY- 724	Clinical Practice in Cardiopulmonary Physical Therapy	2				Supervisors in wards
IV		Dissertation/Research Thesis	6			6/3	Research supervisors
		Project	3				Research supervisors
		Total credit hours of the program				33/30	

## APPENDIX C: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. Reputation and Leadership: Largest institute in the province offering high-quality health professional education, with strong links to the public healthcare sector.</li> <li>2. Highly Qualified Faculty: A team of experienced and highly qualified rehabilitation specialists, providing structured mentoring for students.</li> <li>3. Exclusive Programs: The only public sector university in Karachi offering graduate and post-graduate programs in physiotherapy and unique programs like DPT, MSAPT, and Ph.D. in rehabilitation sciences.</li> <li>4. Clinical Opportunities: Paid house job for all DPT graduates and structured clinical training in a state-of-the-art hospital with senior clinical experts.</li> <li>5. Research Excellence: A well-reputed research department, offering a platform for collaboration with national and international institutions.</li> <li>6. Diverse Student Base: The only institute in Sindh offering the DPT program to overseas students, promoting a multicultural learning environment.</li> </ol>	<ol style="list-style-type: none"> <li>1. Infrastructure Gaps: Lack of well-equipped academic and clinical infrastructure, including insufficient equipment in occupational therapy, prosthetics, and speech and language pathology.</li> <li>2. Faculty Shortage: Limited number of top-tier (Ph.D.) faculty members and clinical staff for both academic and clinical training.</li> <li>3. Inactive Programs: Approved programs like BSOT and BS P&amp;O are currently inactive, limiting program diversity.</li> <li>4. Resource Limitations: Insufficient library resources, including text/reference books and journals, and lack of student support services such as a student branch.</li> <li>5. Clinical Training Constraints: Limited evening clinical facilities and time constraints that restrict the scope of clinical training for students.</li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. Expansion of Programs: Opening Additional academic campuses to accommodate the growing demand for programs like DPT, as well as introducing new programs such as BS in Speech and Language Therapy.</li> <li>2. Research and Collaboration: Increasing demand for qualified rehabilitation professionals presents opportunities to collaborate with renowned healthcare institutions for clinical exposure and research partnerships.</li> <li>3. International Engagement: Expanding faculty and clinical staff training through international exposure and specialized therapeutic techniques.</li> <li>4. Evening Executive Services: Offering evening clinical services could cater to a broader demographic and increase clinical exposure for students.</li> <li>5. Activation of Inactive Programs: Revitalizing programs such as BSOT and BS P&amp;O will increase the scope of academic offerings and attract a wider student base.</li> </ol>	<ol style="list-style-type: none"> <li>1. Competitive Landscape: Growing competition from well-established private sector institutions offering similar rehabilitation programs.</li> <li>2. Economic Instability: Fluctuations in the economy may affect student enrollment and financial sponsorship opportunities, impacting the institution's sustainability.</li> <li>3. Rehabilitation Institute Proliferation: The rapid increase in rehabilitation institutes in the region could dilute the institute's market share and impact its brand value.</li> <li>4. Infrastructural and Resource Constraints: Ongoing infrastructure limitations, including lack of evening clinical facilities and inadequate resources for rehabilitation services in outpatient departments, could hinder clinical training and patient care.</li> </ol>

## APPENDIX D: TOWS MATRIX

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. Expansion of Programs: Opening additional academic campuses to accommodate the growing demand for programs like DPT, as well as introducing new programs such as BS in Speech and Language Therapy.</li> <li>2. Research and Collaboration: Increasing demand for qualified rehabilitation professionals presents opportunities to collaborate with renowned healthcare institutions for clinical exposure and research partnerships.</li> <li>3. International Engagement: Expanding faculty and clinical staff training through international exposure and specialized therapeutic techniques.</li> <li>4. Evening Executive Services: Offering evening clinical services could cater to a broader demographic and increase clinical exposure for students.</li> <li>5. Activation of Inactive Programs: Revitalizing programs such as BSOT and BS P&amp;O will increase the scope of academic offerings and attract a wider student base.</li> </ol>	<ol style="list-style-type: none"> <li>1. Competitive Landscape: Growing competition from well-established private sector institutions offering similar rehabilitation programs.</li> <li>2. Economic Instability: Fluctuations in the economy may affect student enrollment and financial sponsorship opportunities, impacting the institution's sustainability.</li> <li>3. Rehabilitation Institute Proliferation: The rapid increase in rehabilitation institutes in the region could dilute the institute's market share and impact its brand value.</li> <li>4. Infrastructural and Resource Constraints: Ongoing infrastructure limitations, including lack of evening clinical facilities and inadequate resources for rehabilitation services in outpatient departments, could hinder clinical training and patient care.</li> </ol>



STRENGTHS	SO	ST
<ol style="list-style-type: none"> <li>1. Reputation and Leadership: Largest institute in the province offering high-quality health professional education, with strong links to the public healthcare sector.</li> <li>2. Highly Qualified Faculty: A team of experienced and highly qualified rehabilitation specialists, providing structured mentoring for students.</li> <li>3. Exclusive Programs: The only public sector university in Karachi offering graduate and post-graduate programs in physiotherapy and unique programs like DPT, MSAPT, and Ph.D. in rehabilitation sciences.</li> <li>4. Clinical Opportunities: Paid house job for all DPT graduates and structured clinical training in a state-of-the-art hospital with senior clinical experts.</li> <li>5. Research Excellence: A well-reputed research department, offering a platform for collaboration with national and international institutions.</li> <li>6. Diverse Student Base: The only institute in Sindh offering the DPT program to overseas students, promoting a multicultural learning environment.</li> </ol>	<ol style="list-style-type: none"> <li>1. Leverage the reputation of DIPM&amp;R and its highly qualified faculty to expand into new academic programs like BS Speech and Language and Ph.D. in Rehabilitation Sciences, tapping into the growing demand for skilled professionals.</li> <li>2. Use international clinical collaborations to enhance clinical training and faculty development, building existing global research partnerships and the reputation of the institute.</li> <li>3. Expand the overseas student base by introducing new academic campuses and offering specialized training programs, increasing the institute's international presence.</li> </ol>	<ol style="list-style-type: none"> <li>1. Leverage the unique offering of paid house jobs and structured mentoring for DPT graduates to differentiate DIPM&amp;R from private sector competitors and attract top students.</li> <li>2. Utilize collaborations with renowned healthcare institutes to enhance clinical exposure and research initiatives, strengthening the institute's market position in the face of rising competition.</li> <li>3. Promote the multicultural student body and diverse clinical experiences to build a competitive edge, mitigating the threat from other rehabilitation institutions.</li> </ol>

WEAKNESSES	WO	WT
<ol style="list-style-type: none"> <li>1. Infrastructure Gaps: Lack of well-equipped academic and clinical infrastructure, including insufficient equipment in occupational therapy, prosthetics, and speech and language pathology.</li> <li>2. Faculty Shortage: Limited number of top-tier (Ph.D.) faculty members and clinical staff for both academic and clinical training.</li> <li>3. Inactive Programs: Approved programs like BSOT and BS P&amp;O are currently inactive, limiting program diversity.</li> <li>4. Resource Limitations: Insufficient library resources, including text/reference books and journals, and lack of student support services such as a student branch.</li> <li>5. Clinical Training Constraints: Limited evening clinical facilities and time constraints that restrict the scope of clinical training for students.</li> </ol>	<ol style="list-style-type: none"> <li>1. Invest in upgrading academic and clinical infrastructure and equipment, securing funding to enhance the existing facilities by Q3 2025, to better support the new programs and expand clinical training capabilities.</li> <li>2. Reactivate inactive programs such as BSOT and BS P&amp;O, aligning them with emerging professional demand and ensuring they meet the needs of students and healthcare sectors.</li> <li>3. Increase clinical faculty and staff recruitment, focusing on attracting top-tier professionals and offering international training opportunities to enhance both academic and clinical training quality.</li> </ol>	<ol style="list-style-type: none"> <li>1. Address the lack of infrastructure by prioritizing funding for clinical and academic facilities to remain competitive in a growing field.</li> <li>2. Improve resource management to mitigate threats from economic fluctuations by exploring alternative funding sources such as partnerships, sponsorships, and research grants.</li> <li>3. Work on increasing clinical staff and improving training opportunities to ensure quality patient care in both inpatient and outpatient settings, counteracting resource shortages and keeping pace with rising demand.</li> </ol>

