



TRANSPORT DEPARTMENT
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

I am pleased to extend our transportation services to all members of our vibrant community. Our transportation network is designed to ensure accessibility, convenience, and safety for students, faculty, and staff across our campuses.

Our transportation services provide a reliable and efficient means of commuting to and from campus for current students and staff. Whether you are traveling from home or between campuses, our dedicated team is committed to providing a comfortable and secure journey.

Prospective students, we understand the importance of transportation accessibility in your decision-making process. Rest assured our transportation services are tailored to support your needs and ensure easy access to our campuses.

At Dow University of Health Sciences, we prioritize the well-being and convenience of our community members. Our transportation fleet undergoes regular maintenance to uphold safety standards, and our drivers are trained to deliver courteous and professional service.

Please take the time to explore the information provided on this page to learn more about our transportation services, including routes, schedules, and guidelines. If you have any questions or require assistance, please do not hesitate to contact us. We are here to support you throughout your academic journey.

Thank you for choosing Dow University of Health Sciences.

Pir Muddasir Ali Shah

EXECUTIVE SUMMARY

The Transport Department at Dow University of Health Sciences (DUHS) plays a vital role in ensuring safe, reliable, and efficient transportation for students, faculty, and staff. The department provides daily pick-and-drop services as well as transport for academic and extracurricular activities, including study visits, research outings, and annual events. Committed to continuous improvement and technological advancement, the Transport Section aims to enhance the overall commuting experience through strategic planning, policy development, and infrastructure growth. This strategic plan outlines clear goals that focus on policy development, safety, fleet management, financial sustainability, and environmental responsibility to create a modern and sustainable transport system.

ABOUT THE DEPARTMENT

The Transport Department at Dow University of Health Sciences offers pick-and-drop services to students, faculty & staff members. Additionally, the Transport Section provides buses to students for study visits, academic activities, annual picnics, and research activities.

INTRODUCTION & OVERVIEW

DUHS provides a safe and reliable transportation network for students, faculty, and staff, ensuring an easy and efficient commute.

Transport Services aims to provide safe, convenient, and sustainable transportation options for commuters:

- Roadworthy point buses.
- The DUHS Transport department may monitor the performance of their services.
- Driven by trained and licensed drivers.

SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS

The strategic planning process for the DUHS Transport Department was undertaken to align operational objectives with the broader vision of the University. It involved:

- **Stakeholder Engagement:** Inputs were gathered from students, staff, faculty, and administrative personnel to understand their transport needs and expectations.
- **Situational Analysis:** An assessment of the current transport services, vehicle conditions, driver efficiency, and safety protocols was conducted.
- **Goal Setting:** Strategic goals were identified to address the key areas requiring development or improvement.
- **Prioritization and Timeline:** Goals were prioritized based on impact and feasibility, with defined short-term, medium-term, and long-term objectives.
- **Monitoring Framework:** KPIs and review mechanisms were developed to track the implementation and effectiveness of each goal.

This collaborative and data-informed process ensures that the transport system evolves in alignment with the university's mission to provide efficient and student-centered services.

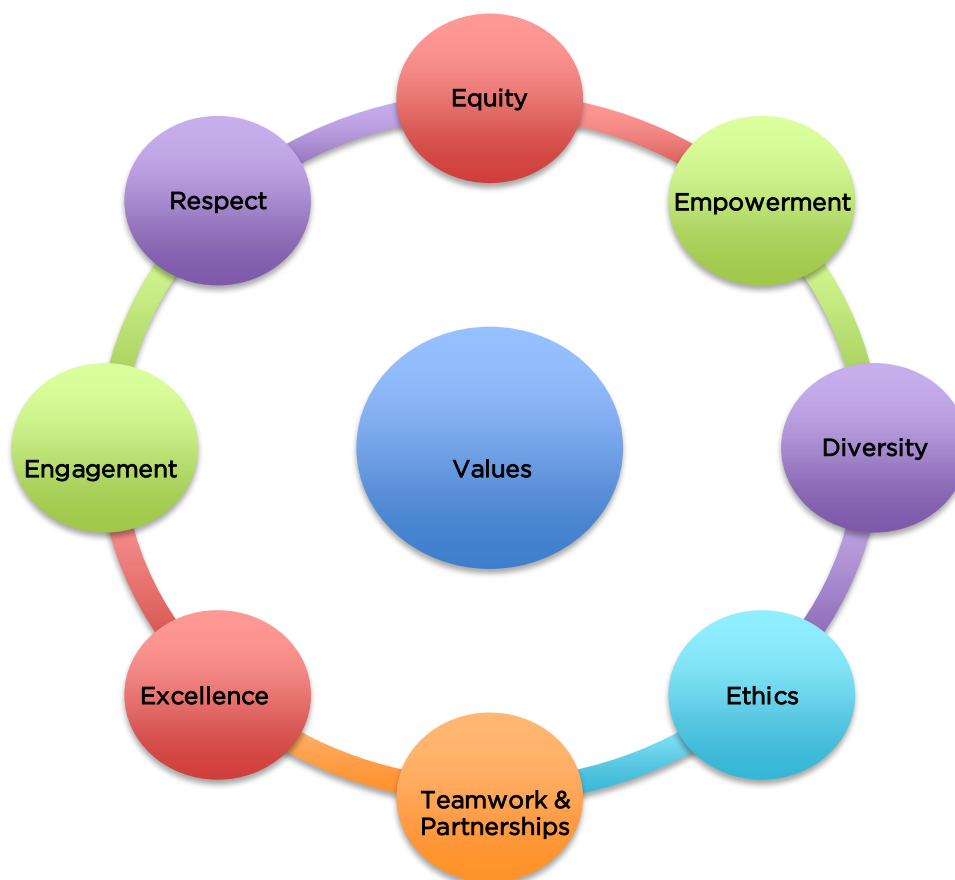
SECTION II: VISION, MISSION & VALUES

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

Committed to providing smooth, reliable, and technologically advanced transport facilities to all DUHS students, staff, and protocol services, ensuring efficiency, safety, and convenience through innovative solutions.

.

SECTION III: STRATEGIC GOALS

- Goal 1: Preparation Transport Policy
- Goal 2: Adoption of Technology
- Goal 3: Compliance with safety protocols
- Goal 4: Fleet Enhancement
- Goal 5: Financial Effectiveness
- Goal 6: Environmental Impacts
- Goal 7: Replacement or Upgradation of Vehicles

OBJECTIVES OKRs & KPIs

Goal 01: Preparation Transport Policy									
Goal Statement: Comprehensive Transport policy needs to be drafted / approved to cater all Transport functions to streamline the processes.									
Objectives & Keyresults (OKRs)									
Objective 1: [Transport Dept Policies]									
Objective	Baseline	Key Results	KPI	Progress	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Preparaion of Transport policy	Currently there is no defined policy	Policy Prepararion & Approval of the same	All policies to be drafted and approved	In process	Drafted and Approved	within 3 months	Asim / Mudassar	-	Quaterly

Goal 01: Adoption of Tehcnology									
Goal Statement: Develop and implement a comprehensive one-page dashboard to centralize and display all transport-related information efficiently, ensuring seamless access, improved decision-making, and enhanced transparency.									
Objectives & Keyresults (OKRs)									
Objective 1: [Adoption of Technology]									
Objective	Baseline	Key Results	KPI	Progress	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Research for availabel Tehcnology		Technology Advancement Options to be shared with the Management	Finalisation of Technologies to be adopted	In process	Finalisation of Digitization plan for transport department	within 3 months	Asim / Mudassar	-	Q1
Implementaton of Technolofical Interventions		100% implementation	Implementatio n of technology	In process	Implementatio n %	Completion by Dec 2025	Asim / Mudassar	-	Q4

Goal 01: Training of Drivers									
Goal Statement:Educate Drivers & Staff by regular training sessions to create awareness related to current transport laws & regulations and safety protocols to ensure compliance with safety protocols and mitigate the risk of unforeseen situations									
Objectives & Keyresults (OKRs)									
Objective 1: [Training of Drivers]									
Objective	Baseline	Key Results	KPI	Progress	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Training on Defensive Driving and other Realted topics for Drivers	8hrs training fro each personnel	Training Completion	Number of Training Hours	In process	Completion of Training and Improvement in Behaviour	within 3 months	Asim / Mudassar	-	Quaterly

Goal 01: Cost Reduction									
Goal Statement: Focus on cost reduction, improve efficiency, and optimization Key Result Areas (KRAs)s									
Objectives & <u>Keyresults</u> (OKRs)									
Objective 1: [Training of Drivers]									
Objective	Baseline	Key Results	KPI	Progress	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Reducing fuel expenses	TBA	5% Reduction in fuel consumption	% reduction from last month/year consumption	In process	Consumption rate	immediate	Asim / Mudassar /Kashif	-	Quaterly
Reducing Maintenance expenses	TBA	5% Reduction in maintainance of vehcile	% reduction from last month/year consumption	In process	Total expense	immediate	Asim / Mudassar /Kashif	-	<u>Quaterly</u>

SECTION IV: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS

To achieve its strategic goals, the DUHS Transport Department requires a range of resources. For policy development, expert consultants, legal frameworks, and stakeholder input are essential. The adoption of technology will require GPS tracking systems, transport management software, mobile apps, and IT support. Ensuring safety compliance involves regular vehicle inspections, driver safety training, emergency equipment, and updated safety manuals. Fleet enhancement and vehicle upgrades demand budget allocation, procurement processes, insurance coverage, and maintenance facilities. For financial effectiveness, financial analysts, budgeting tools, and audit mechanisms are necessary. Addressing environmental impacts will require green vehicle options, carbon assessment tools, and sustainability training. Lastly, vehicle replacement and upgradation depend on thorough fleet evaluations, asset management tools, and planning teams.

SECTION V: IMPLEMENTATION & MONITORING OF THE STRATEGIC PLAN

The strategic plan will be implemented in structured phases. Initial efforts will focus on policy development in alignment with DUHS's vision. This will be followed by the integration of technology, including GPS and transport apps. Safety compliance measures, such as vehicle audits and training, will run parallel to fleet expansion and replacement efforts. Financial optimization will be continuously monitored through cost analysis and route efficiency. Environmental goals will be addressed through the introduction of eco-friendly vehicles and sustainability initiatives. Throughout the implementation, monitoring will be conducted using key performance indicators (KPIs) such as service reliability, cost-effectiveness, safety records, environmental impact, and fleet condition. Regular audits, analytics, and stakeholder feedback will guide improvements and ensure accountability.

	ACTIONS PLAN		
	S. No.	Goals & Actions	Progress Status
Primary Goals	1.	Preparation Transport Policy: Comprehensive Transport policy needs to be drafted / approved to cater all Transport functions to streamline the processes.	In Process
	2.	Adoption of Technology: Develop and implement a comprehensive one-page dashboard to centralize and display all transport-related information efficiently, ensuring seamless access, improved decision-making, and enhanced transparency.	In Process
	3.	Compliance with safety protocols: Educate Drivers & Staff by regular training sessions to create awareness related to current transport laws & regulations and safety protocols to ensure compliance with safety protocols and mitigate the risk of unforeseen situations.	In Process
Secondary Goals	4.	Fleet Enhancement: Enhance fleet capacity by acquiring new vehicles to provide seamless transportation services.	In Process
	5.	Financial Effectiveness: Prepare policies and for improving and Monitoring of recovery of transport charges	Few initiatives taken
	6.	Environmental Impacts: Adoption of eco-friendly services by reducing carbon foot print & fuel emissions.	In Process
	7.	Replacement or Upgradation of Vehicles: Upgrade or replace the existing vehicles to increase efficiency and reduce repair & maintenance costs.	In Process

SECTION VI: LIST OF APPENDICES

No.	DESCRIPTION
A	SWOT Analysis
B	TOWS Matrix

APPENDIX A: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Transport section is now working as a full fledge Transport department since last 02 years without any top management office or workplace allocated in the head office. 2. Seamlessly meeting all transport-related & other unforeseen challenges despite a lack of department space. 3. Dedicated existing Supervisors of 03 campuses who manage overall operations. 4. Smoothly facilitate fuel services (approx. 75 fuel cards) to management & staff 5. Over 70% of regular recovery of Transport charges from approximately 3000 students & staff. 6. Provide point bus facilitation to more than 4000 students & staff at economical charges for 06 days a week. 7. Provide seamless pick & drop services to VIP delegations, audit teams, selection board & Syndicate members. 8. Regular Repair & maintenance services to overall fleet of vehicles and recovery of DUHS vehicles in case of Police Custody & Court matters. 9. Provide Tracker services on approximately 60 vehicles. 10. Provide comprehensive motor insurance coverage to all eligible vehicles i.e. approximately 30 vehicles. 11. Managing documentation related to vehicles' tax & other related issues. 12. Timely calculate the daily mileage of 50-point buses approximately for billing purpose. 	<ol style="list-style-type: none"> 1. Shortage of point buses to facilitate increasing number of DUHS students. 2. Deteriorating Condition of existing old buses, protocol vehicles & healthcare service vehicles. 3. Limited number of staff & drivers to manage transport operations. 4. Vendors (Auto workshops / maintenance) are not up to the mark due to financial limitations. 5. Some of Top Tier Management vehicles are of obsolete model and needs replacement. 6. No proper seating arrangement for Management & official staff of Transport department. 7. Adequate budget allocation of Transport Department is not provided to take new & better initiatives. 8. Delay in the payments of vendors leads to compromised service level. 9. Inadequate supply of office related items from store (procurement department). 10. Inadequate system of transport usage (card / QR Code / token).

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. 100% recovery of transport charges from students / House Officers / PGs through system (CMS). 2. Explore possibilities of procuring new vehicles i.e. point buses, protocols, healthcare services & Top Tier management to enhance transport service quality & safety level. 3. Allocation for a proper place/ office for smooth functioning of the Transport Operations. 4. Establishment of fully functional transport liaison offices at all 03 campuses with allocated staff to serve (24/7). 5. Development & implementation of well-defined transport policy for providing hassle free transport services. 6. Standardized allocation of POL according to Grade / Contract employees to enhance equity. 7. Standardized allocation of vehicles according to Grade / Contract employees to enhance equity & quality. 	<ol style="list-style-type: none"> 1. Continuous challenges of Road Safety & reliability due to old vehicles. 2. Unnecessary increase requirements of fuel & transportation cost due to aging. 3. Huge repair & maintenance costs due to old vehicles. 4. Unable to offer smooth coverage and organizational needs due to limited and old vehicles fleet provided for healthcare services related organizations due to public sector entity limitations / compliances. 5. Regular unforeseen incidents & police / court matters leads to wasteful time and efforts of the Transport Department. 6. Theft of vehicles & auto parts is always a challenge due to bad law & order conditions. 7. Carbon footprint & fuel emission may lead to environmental pollution & create bad impact of DUHS transport.

APPENDIX B: TOWS MATRIX

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. 100% recovery of transport charges from students / House Officers / PGs through the system (CMS). 2. Explore possibilities of procuring new vehicles i.e. point buses, protocols, healthcare services & Top Tier management to enhance transport service quality & safety level. 3. Allocation for a proper place/ office for the smooth functioning of the Transport Operations. 4. Establishment of fully functional transport liaison offices at all O3 campuses with allocated staff to serve (24/7). 5. Development & implementation of a well-defined transport policy for providing hassle-free transport services. 6. Standardized allocation of POL according to Grade / Contract employees to enhance equity. 7. Standardized allocation of vehicles according to Grade / Contract employees to enhance equity & quality. 	<ol style="list-style-type: none"> 1. Continuous challenges of Road Safety & reliability due to old vehicles. 2. Unnecessary increase in requirements of fuel & transportation cost due to aging. 3. Huge repair & maintenance costs due to old vehicles. 4. Unable to offer smooth coverage and organizational needs due to a limited and old vehicles fleet provided for healthcare services-related organizations due to public sector entity limitations / compliances. 5. Regular unforeseen incidents & police/court matters leads to wasteful time and efforts of the Transport Department. 6. Theft of vehicles & auto parts is always a challenge due to bad law & order conditions. 7. Carbon footprint & fuel emission may lead to environmental pollution & create bad impact of DUHS transport.

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<p>11. Managing documentation related to vehicles' tax & other related issues.</p> <p>12. Timely calculate the daily mileage of 50-point buses approximately for billing purpose.</p>		
WEAKNESSES	WO	WT
<ol style="list-style-type: none"> 1. Shortage of point buses to facilitate increasing number of DUHS students. 2. Deteriorating Condition of existing old buses, protocol vehicles & healthcare service vehicles. 3. Limited number of staff & drivers to manage transport operations. 4. Vendors (Auto workshops / maintenance) are not up to the mark due to financial limitations. 5. Some of Top Tier Management vehicles are of obsolete model and needs replacement. 6. No proper seating arrangement for Management & official staff of Transport department. 7. Adequate budget allocation of Transport Department is not provided to take new & better initiatives. 8. Delay in the payments of vendors leads to compromised service level. 9. Inadequate supply of office related items from store (procurement department). 10. Inadequate system of transport usage (card / QR Code / token). 	<ol style="list-style-type: none"> 1. Forecast / plan future point buses needs with respect to increasing number of students of DUHS. 2. Upgrade or replace the existing vehicles by evaluating their working condition against the minimum safety protocols / policy or defined standards. 3. Mechanism of timely payment to vendors will enhance the service level and may attract more vendors with better prices and quality of service. 4. Explore possibilities to get viable office working space for Transport department to deliver uninterrupted transport services efficiently. 5. Identify obsolete model vehicles of Top Tier Management and propose other viable options for replacements. 	<ol style="list-style-type: none"> 1. Ensure strong vigilance & take effective security measures to avoid thefts. 2. Replace or upgrade old vehicles to reduce regular repair & maintenance costs. 3. Hiring of more drivers & staff to fulfill the existing & future needs of transport department to facilitate smooth transportation services. 4. Educate Drivers & Staff by regular training sessions to create awareness related to current transport laws & regulations and safety protocols to mitigate the risk of unforeseen situations.