



آغا خان یونیورسٹی
THE AGA KHAN UNIVERSITY

Dean's 5 Year Report | 2019-2024

Medical College, Pakistan





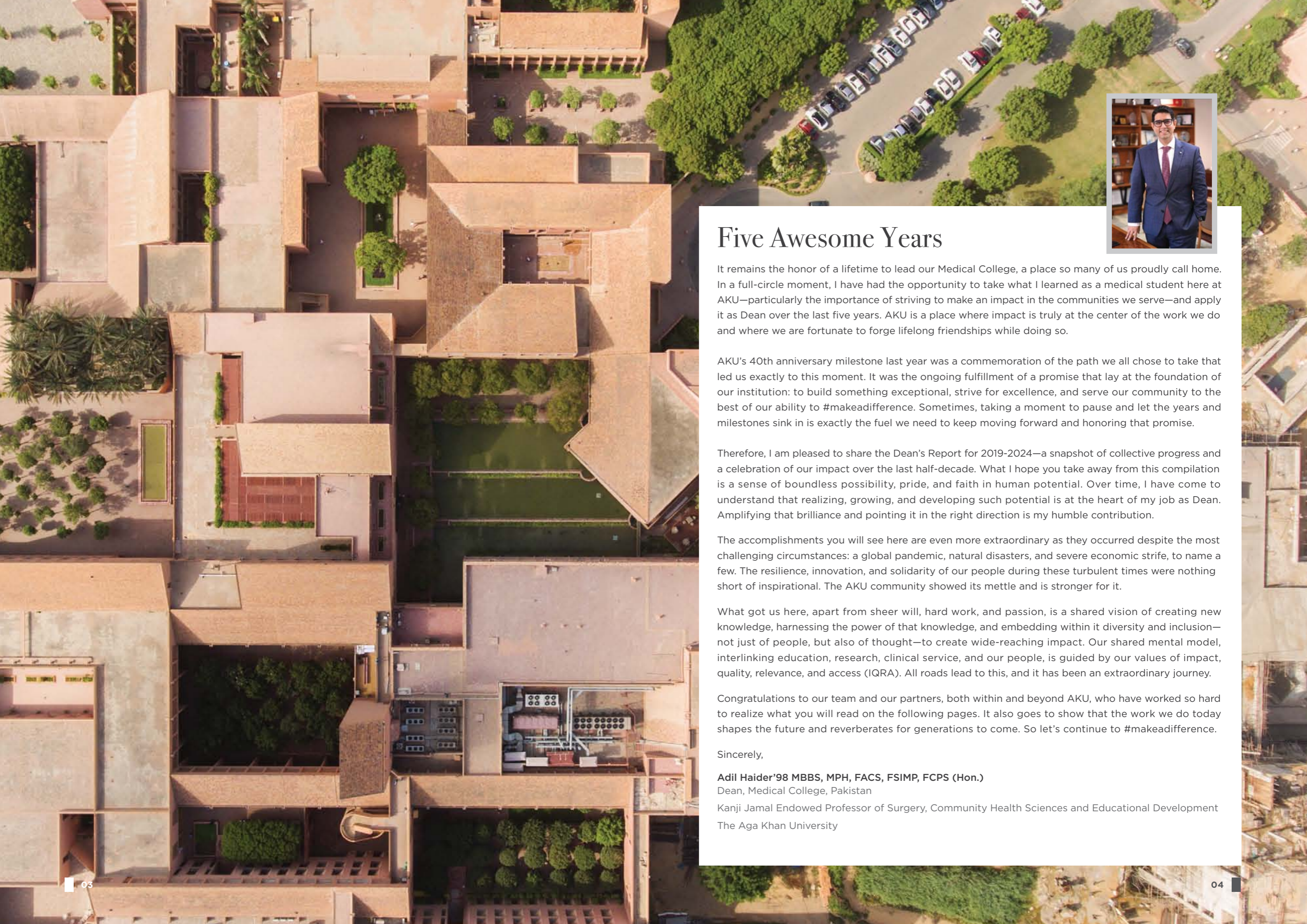
“In everything we do, we must look to the future, seeking always to think creatively, to innovate and to improve. I urge all those involved with the Aga Khan University never to forget that the future is in their hands.”

Founder and Chancellor,
His Highness The Aga Khan

AKU Charter Acceptance Speech, 1983

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Five Awesome Years

It remains the honor of a lifetime to lead our Medical College, a place so many of us proudly call home. In a full-circle moment, I have had the opportunity to take what I learned as a medical student here at AKU—particularly the importance of striving to make an impact in the communities we serve—and apply it as Dean over the last five years. AKU is a place where impact is truly at the center of the work we do and where we are fortunate to forge lifelong friendships while doing so.

AKU's 40th anniversary milestone last year was a commemoration of the path we all chose to take that led us exactly to this moment. It was the ongoing fulfillment of a promise that lay at the foundation of our institution: to build something exceptional, strive for excellence, and serve our community to the best of our ability to #makeadifference. Sometimes, taking a moment to pause and let the years and milestones sink in is exactly the fuel we need to keep moving forward and honoring that promise.

Therefore, I am pleased to share the Dean's Report for 2019-2024—a snapshot of collective progress and a celebration of our impact over the last half-decade. What I hope you take away from this compilation is a sense of boundless possibility, pride, and faith in human potential. Over time, I have come to understand that realizing, growing, and developing such potential is at the heart of my job as Dean. Amplifying that brilliance and pointing it in the right direction is my humble contribution.

The accomplishments you will see here are even more extraordinary as they occurred despite the most challenging circumstances: a global pandemic, natural disasters, and severe economic strife, to name a few. The resilience, innovation, and solidarity of our people during these turbulent times were nothing short of inspirational. The AKU community showed its mettle and is stronger for it.

What got us here, apart from sheer will, hard work, and passion, is a shared vision of creating new knowledge, harnessing the power of that knowledge, and embedding within it diversity and inclusion—not just of people, but also of thought—to create wide-reaching impact. Our shared mental model, interlinking education, research, clinical service, and our people, is guided by our values of impact, quality, relevance, and access (IQRA). All roads lead to this, and it has been an extraordinary journey.

Congratulations to our team and our partners, both within and beyond AKU, who have worked so hard to realize what you will read on the following pages. It also goes to show that the work we do today shapes the future and reverberates for generations to come. So let's continue to #makeadifference.

Sincerely,

Adil Haider'98 MBBS, MPH, FACS, FSIMP, FCPS (Hon.)

Dean, Medical College, Pakistan

Kanji Jamal Endowed Professor of Surgery, Community Health Sciences and Educational Development

The Aga Khan University

Messages from AKU Leadership



Dr Sulaiman Shahabuddin
President & Vice Chancellor Aga Khan University

“Over the past five years, the Medical College has demonstrated that it is a national asset. It played a leading role in responding to the COVID-19 pandemic, provided care to 400,000+ individuals affected by the devastating 2022 floods, published nearly 5,000 scientific papers and developed 130+ clinical guidelines that will help to enhance the quality of care not only at the Aga Khan University Hospital but at institutions across Pakistan. Moreover, it remains Pakistan’s top-ranked medical school. It is a pleasure to congratulate Dean Haider and the Medical College’s entire faculty, staff and students on their exceptional achievements. They have a great deal to be proud of.”



Dr Carl Amrhein
Provost and Vice President, Academic (Oct 2017 - June 2024)

“These past 5 years have been a transformative era of growth and advancement for Medical College, Pakistan. From attaining a global ranking of Top 100 for Clinical Medicine and Top 75 for Public Health, to receiving coveted awards and international accreditations for almost all its programmes, it has been a truly remarkable period. As I retire on June 30th, 2024 I am so grateful to see how the efforts of the Dean, the entire leadership team, faculty and staff have borne fruit; being able to elevate quality while nearly doubling the size of educational programs and quadrupling research output is a tremendous achievement. Embedding financial feasibility mechanisms at every step allowed us to do this sustainably. This was made possible by unprecedented support extended by our valued alumni, partners, and donors from across the globe for which we are eternally grateful.”



Dr Tania Bubela
Provost and Vice President, Academic (July 2024-Present)

“AKU’s Medical College is full of innovation, intelligence, and opportunity. I’m excited to join this community, which lives by AKU’s values of Impact, Quality, Relevance, and Access. I look forward to working with the Faculty, Staff, Students, and all our partners to advance our missions of education, research, and patient care.”



Dr Farhat Abbas
CEO, Aga Khan University Health Services, Pakistan

“Having the best faculty and Medical College allows us to deliver high quality and effective care to our patients, while creating new knowledge, and training the next generation of healthcare professionals. Working together as an Academic Medical Center allows us to apply the latest in knowledge and translate it to practice to deliver great outcomes for patients in the communities we serve.”



Dr Tazeen Saeed Ali
Interim Dean, School of Nursing and Midwifery (SONAM), Pakistan

“The Medical College and SONAM have worked hand in hand on many initiatives with a shared vision. This collaborative and holistic approach allows us to be better problem-solvers, learn from each other and progress in the same direction towards our model of an academic medical center. We are able to achieve more with nurses, doctors, trainees and other healthcare professionals working in sync.”



Medical College, Pakistan at a Glance

(as of January 2024)

Established in 1983 as the first private medical college in Pakistan, AKU Medical College, Pakistan, (MC,P) continues to rank as #1 by the Pakistan Medical and Dental Council.

| | | |
|---|---|--|
| <p>Total number of faculty</p> <p>644</p> <p>(F: 49%)</p> | <p>Total number of staff</p> <p>1518</p> <p>(F: 59%)</p> | <p>Total number of alumni</p> <p>7151</p> |
| <p>Number of PGME trainees enrolled 2023-2024</p> <p>710</p> <p>(F: 68%)</p> | <p>Number of UGME students enrolled 2023-2024</p> <p>496</p> <p>(F: 49%)</p> | <p>Number of Graduate/PhD students enrolled 2023-2024</p> <p>323</p> <p>(F: 75%)</p> |
| <p>PGME Fellowships</p> <p>43</p> | <p>PGME Residency Programs</p> <p>34</p> | <p>Number of Graduate programs offered currently</p> <p>8</p> <p>(including PhD in Health Sciences)</p> |
| <p>KEY</p> <p>F: Female</p> <p>UGME: Undergraduate Medical Education</p> <p>PGME: Postgraduate Medical Education</p> | | |

A Strategic Approach to Progress





In 2019 we initiated a strategic planning process in a move towards building an integrated Academic Medical Center (AMC) at AKU Pakistan. The purpose of our strategic planning process was to align priorities of MC,P and the Aga Khan University Hospital, Pakistan (AKUH,P) to deliver quality education, conduct cutting-edge innovative research, and deliver accessible, evidence-based clinical services to our patients and the population we serve. By the end of 2019 we proposed a strategic planning framework focused on partnerships, leveraging our strengths and expanding a robust healthcare system at AKU. Shortly after this plan was approved by AKU's Board of Trustees, the COVID-19 pandemic hit, and our plan was paused in order to respond to immediate needs. In 2022 MC,P and AKUH,P refreshed its strategy in response to COVID-19 and the Sustainable Development Goals. The **AMC Strategy 2022-2027** lays out a vision and detailed plan for a sustainable pathway for growth.

VISION

To transform quality of life through the advancement of human health

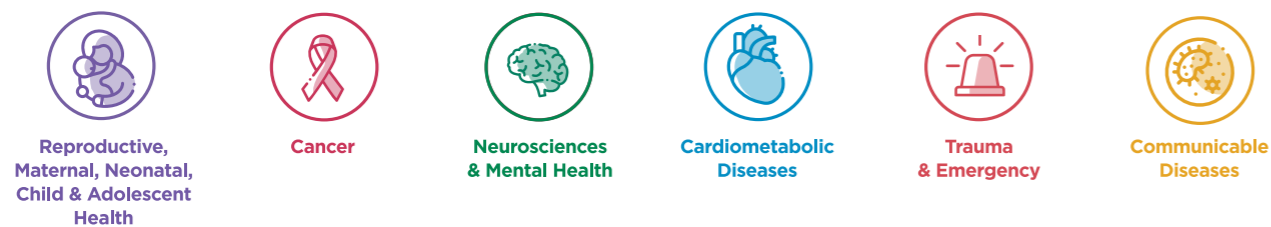
MISSION

The Aga Khan University Academic Medical Center is a model of excellence that:

-  Creates innovative, cost effective health solutions for the developing world through research
-  Develops conscientious, socially responsible, empowered healthcare leaders through education at all levels
-  Delivers accessible, evidence based, patient and family centered healthcare of the highest quality
-  Collaborates with AKDN, national and international partners to create impact at scale

Developed in consultation with 80 members of faculty and staff, it also identified a set of Priority Health Conditions, established through a review of National Health Sciences Research Symposia, Sustainable Development Goals, and the National Health Vision 2016-2025. Six "Approach Areas" where AKU excels and can solve for intractable health problems were also selected and used as planning tools for identification and development of cross cutting activities.

Disease Burden Areas

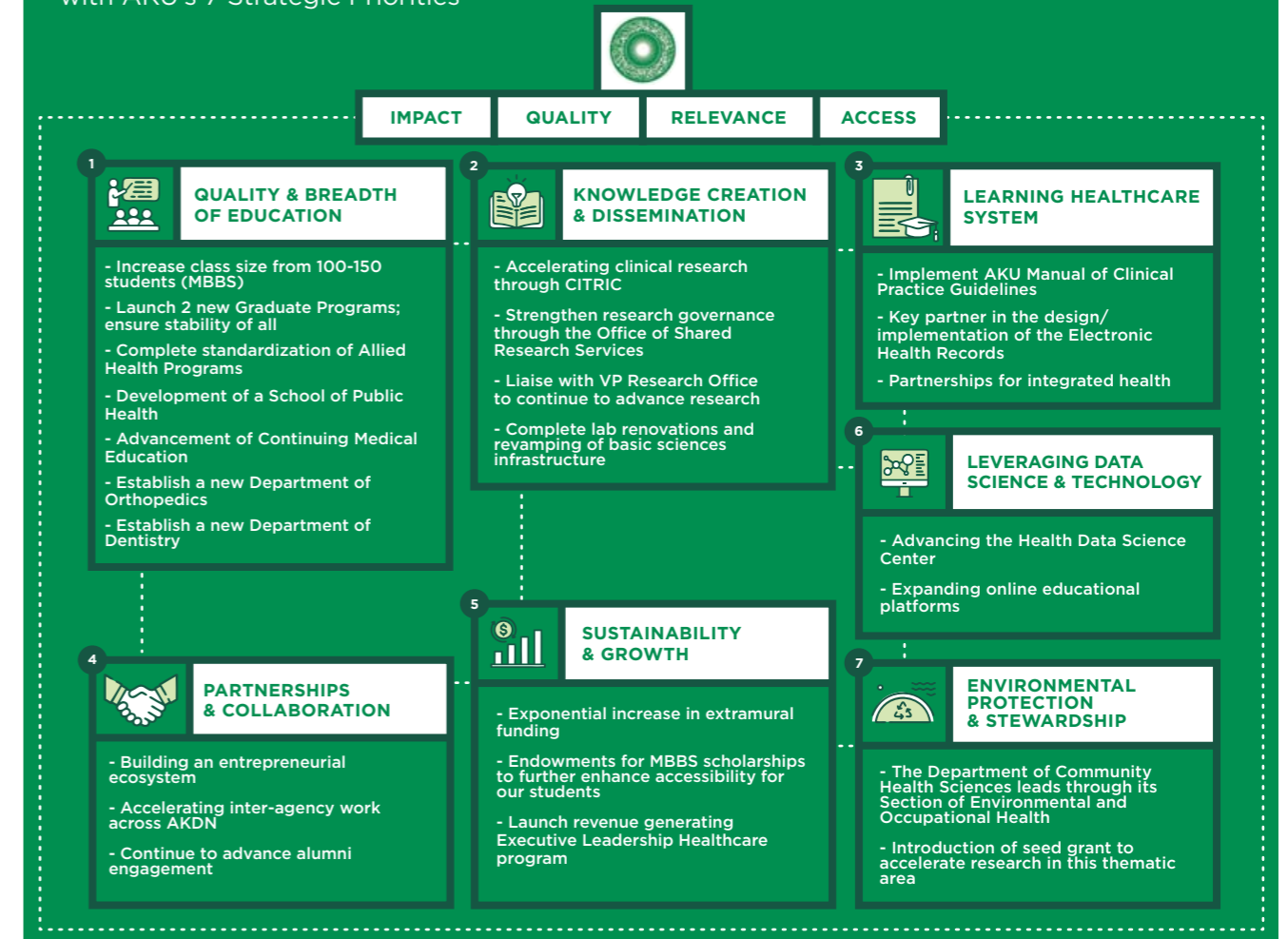


Approach Areas

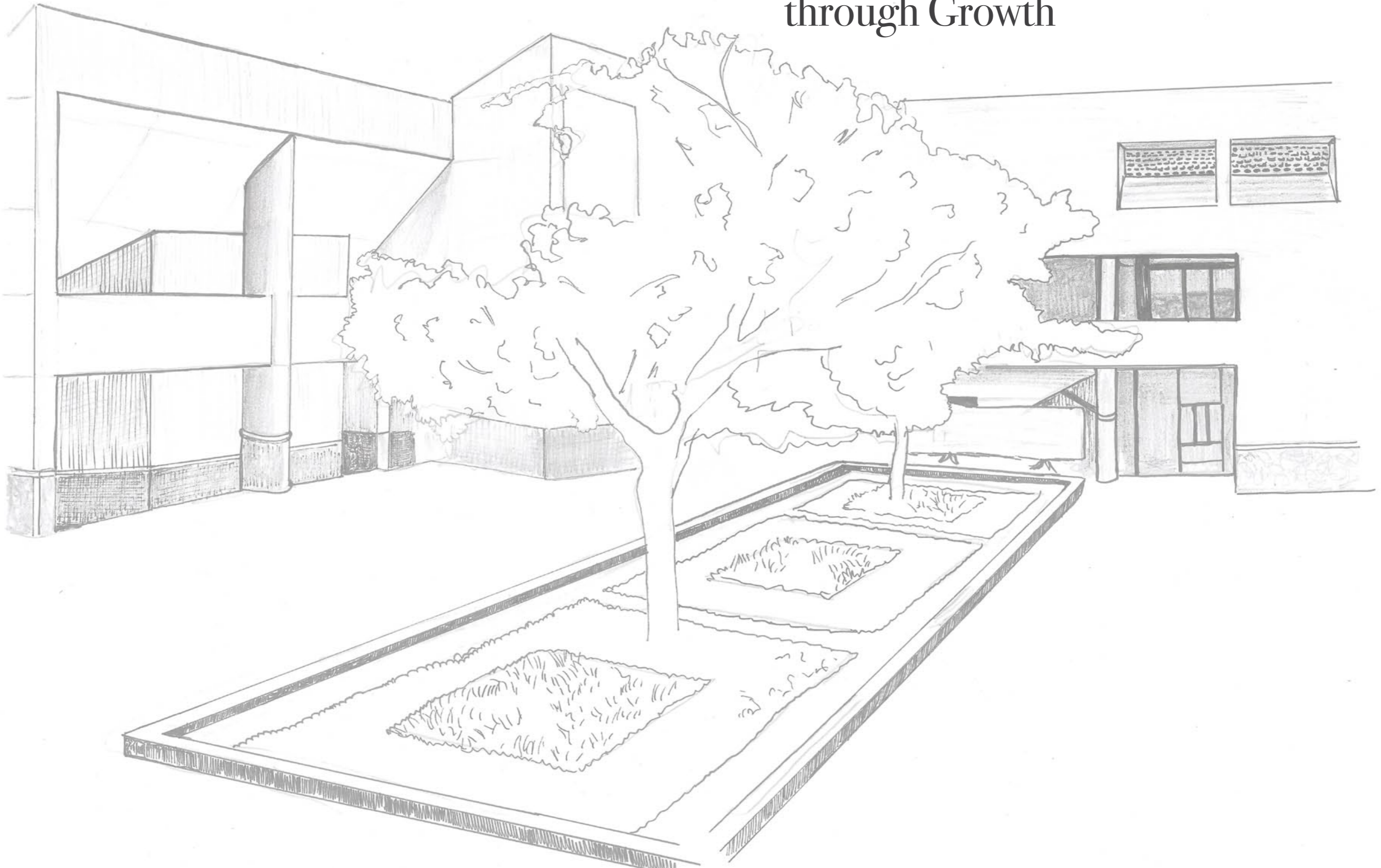


To further enhance the AMC strategy, AKUH also launched an integrated health strategy in 2024. Both strategies jointly feed into the University strategic plan that was formally introduced by President Shahabuddin in 2024. The disease burden and approach area from the AMC strategy have cross-cutting plans for the verticals of Education, Research, and Service. These will be used to enhance and align with the 7 university strategic priorities including knowledge creation, the learning healthcare system, and others. The diagram below shows how the AMC supports and is aligned with the University's strategic plan and priorities.

Mapping the way forward, in alignment with AKU's 7 Strategic Priorities

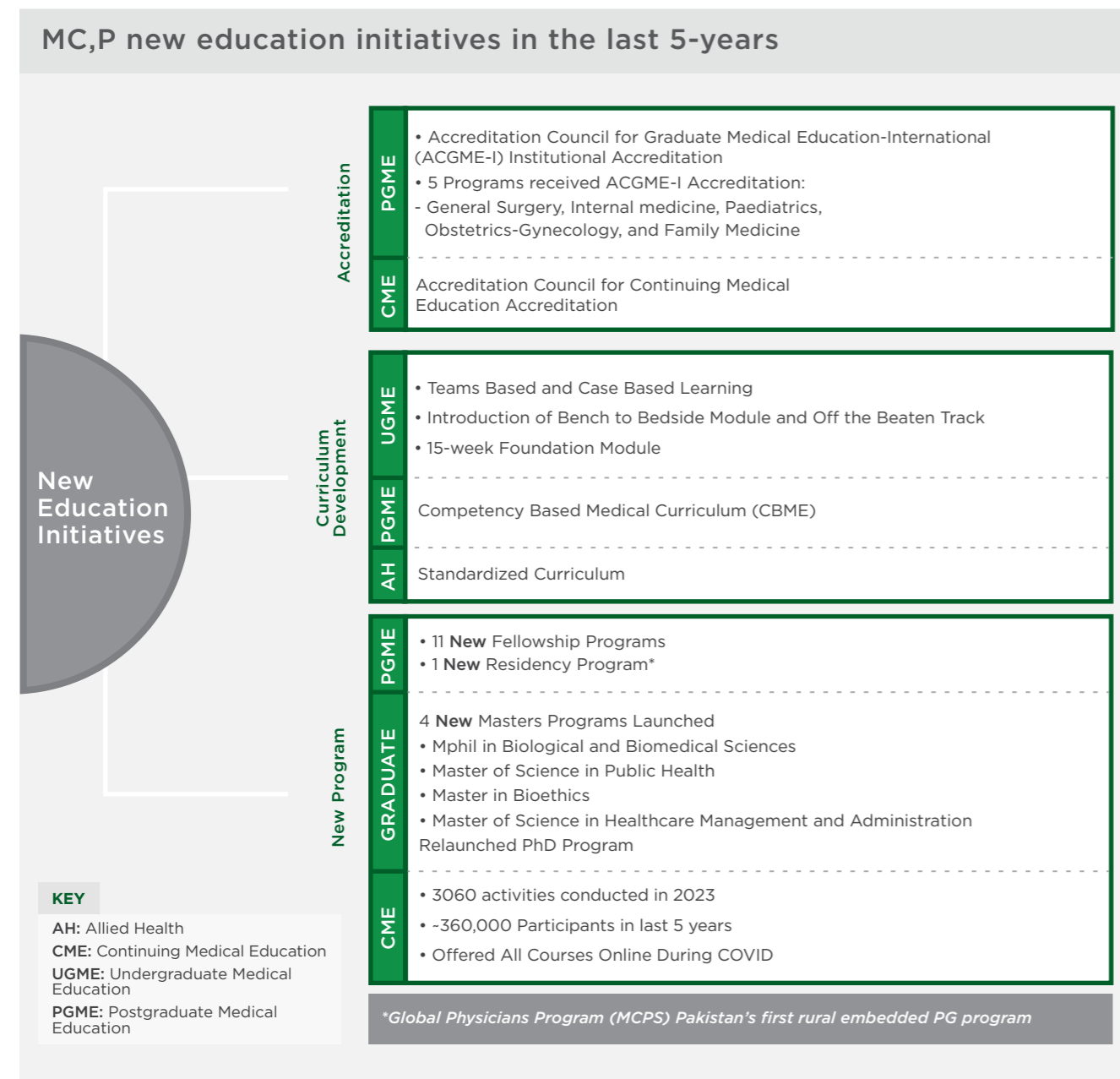


Education: Enhancing our Impact through Growth



Education: Enhancing our Impact through Growth

Education has seen substantive growth at MC,P across programs, with an increased number of applications, new educational initiatives, and innovation in the area of teaching and learning. There has also been a particular focus on improving diversity of the student body, in line with AKU's values, and we have welcomed students in the MBBS programs from across Pakistan—from both big cities and peri-urban areas. It also continues to meet the highest standards, and was in the top 100 universities for clinical medicine by ShanghaiRanking in 2019, and was ranked as #1 by the Pakistan Medical and Dental Council out of 170 medical colleges nationwide. MC,P is also proud to have the highest number of faculty in the Hailee T Debas Teachers Academy at AKU, reflecting excellence of faculty as scholars of teaching and learning.

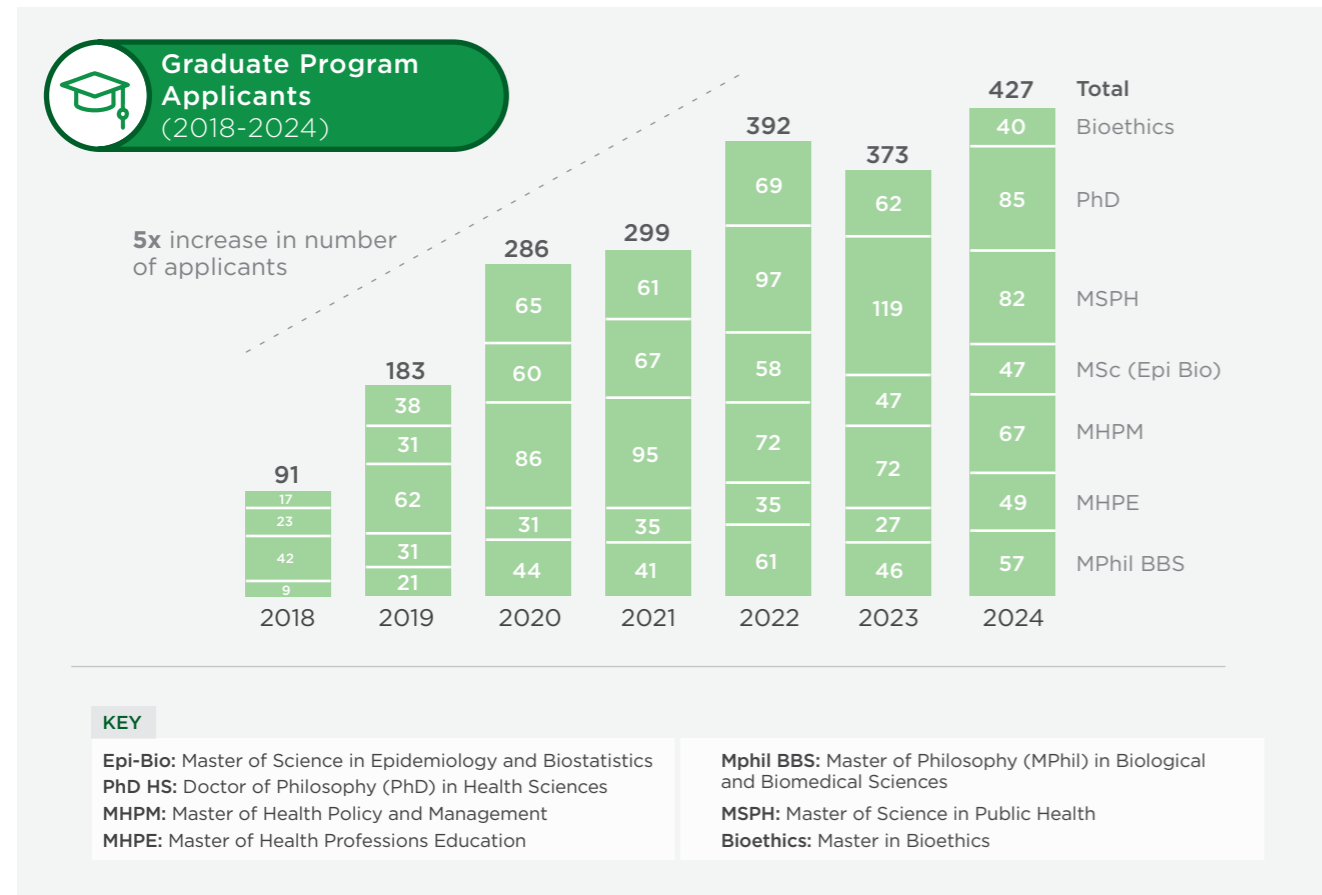


The education ecosystem at the MC,P is one that aims to make impact through a systems approach. Pakistan's healthcare system faces several challenges, beyond physician shortage, including limited resources, inadequate infrastructure, and a shortage of trained healthcare management and policy professionals. Graduate programs at the MC,P, designed for professionals and basic scientists who have research interests in disease aetiology and in the management of healthcare delivery systems respectively, have had a great deal of success with more than 80% of alumni serving in Pakistan across nonprofits, academia, and the government. In order to meet the demands of specialized human capital for Pakistan's healthcare system, graduate programs at the MC,P have grown significantly over the last five years.

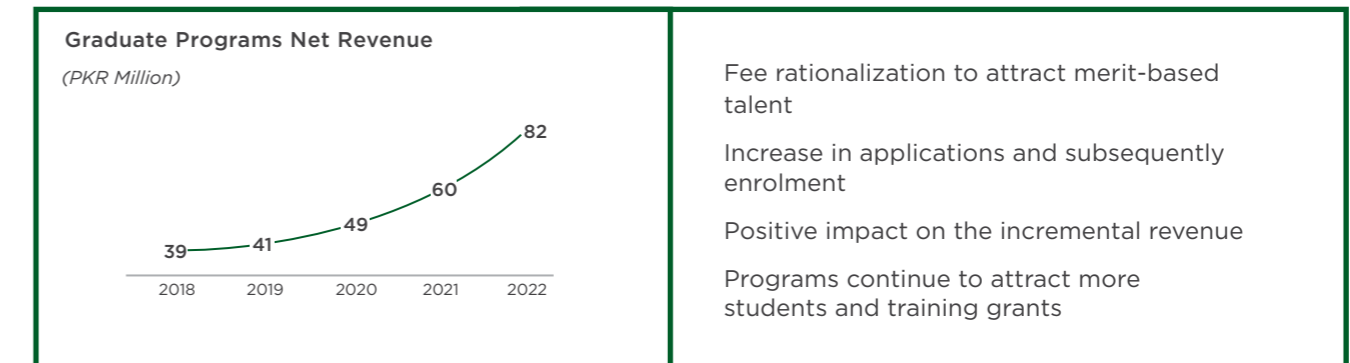
A major new addition to the MC,P has been the launch of a Master of Science in Public Health (MSPH). This MSPH program has been developed to meet the ever-evolving need for trained public health professionals in Pakistan and other Low and Middle-Income Countries (LMIC) in the region.

The Master in Health Professions Education (MHPE) develops leading educators and innovators across the fields of medicine, dentistry, nursing, and allied health, and has seen a steady increase in the number of applicants over the last decade.

Increase in Graduate Program Offerings and Applicants



Growth of Graduate Programs



The PhD in Health Sciences, with support from the Provost, and under the leadership of Dr Zahra Hasan has also seen a great deal of success over the last five years, including graduating our 50th PhD from AKU. One key outcome of the graduate programs has been the development of early career researchers. Every program requires students to write a thesis, many of which are published in journals. Recent program alumni of the PhD program include rising stars at AKU that hold grants upwards of \$1.5M, with research interests that range from Artificial Intelligence to Bioinformatics.



Graduate Program Alumni

Over 70% of our Epi-Bio graduates have chosen to pursue a career in academia, with an overwhelming majority of over 80% serving within Pakistan. As for our Health Policy and Management (HPM) graduates, half are pursuing a career in academia, while the other half are working as Public Health practitioners in multilateral organisations, not-for-profit organisations and the government sector. They are actively involved in eradicating polio, improving vaccine coverage and nutrition, and reducing infant mortality and stunting, serving organizations such as the Indus Hospital and Healthcare Network and Ministries of Health in the UAE and Saudia Arabia.



Established an Office of Graduate Studies with a new Associate Dean to focus on growth, quality, program strengthening and sustainability initiatives



~5x increase in number of applications from 2018 to 2024



Admissions opened for the newly established Master of Science in Healthcare Management (MSHM)



In 2025 we will be launching the newly approved Master in Health Data Sciences (MHDS)



Relaunched the PhD in Health Sciences

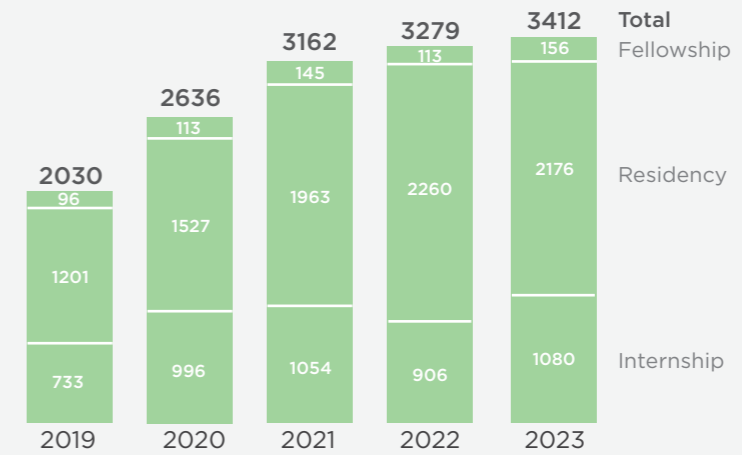
Advancing the Postgraduate Medical Education Program

The vast majority of PGME graduates are currently practicing in Pakistan, and the program has seen significant success, with a major milestone of being the first program in an LMIC to obtain accreditation from the Accreditation Council for Graduate Medical Education-International (ACGME-I) in 2022. The ACGME-I uses a comprehensive, peer-review process to evaluate the standards of educational quality, and demonstrates that an institution meets the highest quality standards. The PGME program also received accreditation from the College of Physicians and Surgeons Pakistan (CPSP), which reflects that it continues to excel at a national level. The PGME program has also made a move towards competency-based medical education for an even more impactful teaching and learning experience.

Trainee well-being has been another priority area for the Medical College. In Pakistan's challenging economic climate with rising inflation, ensuring trainees are well-supported is important to AKU. This includes design and implementation of a financial strategy to increase stipends substantially for level 1 PGME residents. In 2018 our interns had a stipend of PKR 33,000 whilst our PGY1 Residents received PKR 65,000. These have now been nearly doubled to PKR 72,000 for Interns and PKR 121,000 for PGY1 residents with an increase for each year in training. This change was made to ensure support for our trainees with the rising cost of living. MC,P continues to set the benchmark as a leader in resident compensation, and believes that through this we also attract the best talent. Our trainees remain a critical arm of our healthcare delivery workforce at AKUH,P and our educational ethos is to ensure that our trainees are positioned and supported to perform optimally.



PGME Applicants



11 New Fellowships & 1 Residency Program resulting in **43 Fellowships & 34 Residency Programs** offered to date



Adopted the **CBME Curriculum** for a patient centered outcome-based approach



First institute in the region to receive **ACGME-I Accreditation**, 5 individual programs received accreditation as well



Increased salaries to support trainees as a critical arm of the Hospital workforce.



22 Fellowship and all 34 Residency Programs are **College of Physicians and Surgeons Accredited**



Implemented policies on **wellness** and trainee working hours. We also launched a career-counselling initiative and new promotion criteria to advance trainee well-being and career development.

The PGME program has graduated more than 4000 specialists. These individuals are providing high quality, specialized care across Pakistan, transforming the landscape of healthcare nationwide.

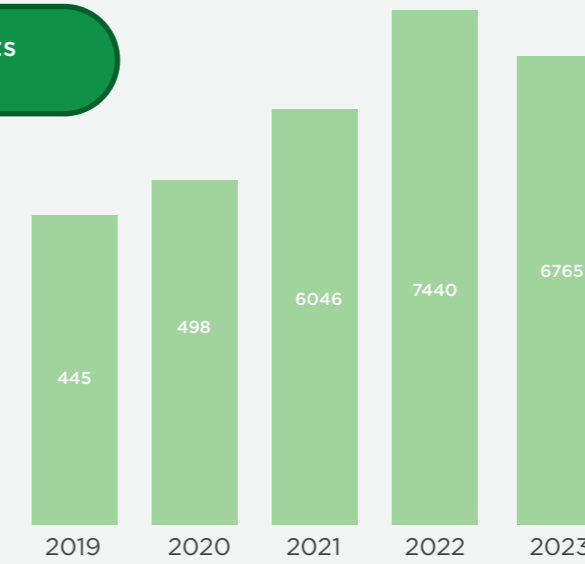
Our famed MBBS Program Continues to Rank as #1

The undergraduate medical education program continues to develop excellent graduates that secure spots at some of the most prestigious and competitive residency programs globally. Over the last five years, we have also established a new Office of Career Counselling and Electives, a Career Counselling & Electives Portal, and initiated four new streams of Off The Beaten Track (OTBT)—a suite of elective courses, in the area of Social Entrepreneurship, Protecting Children, Community Engagement, and Fine Arts for the Finest Minds. We are thrilled to have received the Association for Medical Education Europe (AMEE) Stellar Award in 2023.

MC,P has also seen a record-breaking number of applications for the MBBS program in recent years. However, a key area of focus has been to ensure continued alignment of the MBBS program with AKU's values. In particular, a strategic effort has been made to diversify our student body, with over 50% recruited from outside of Karachi over the last five years, many from small towns and peri-urban areas through outreach efforts. Additionally, we launched an active campaign for scholarships for our MBBS students as now more than 60% request financial assistance.



UGME Applicants (2019-2023)



Received **AMEE Stellar Award 2023**; presented to institutions who won three **ASPIRE-to-Excellence Awards**; only one of three institutes ever to receive the award*



Partnered with **Umbrella Consortium for Assessment Networks (UCAN)** to improve exam and assessment process, led by the Department of Educational Development (DED)



Steady increase in number of applicants, with 2023 cohort coming from **29** different municipalities, **55%** from outside Karachi



Embedded simulation throughout the curriculum; established **Community Health Sciences (CHS)** as a separate entity

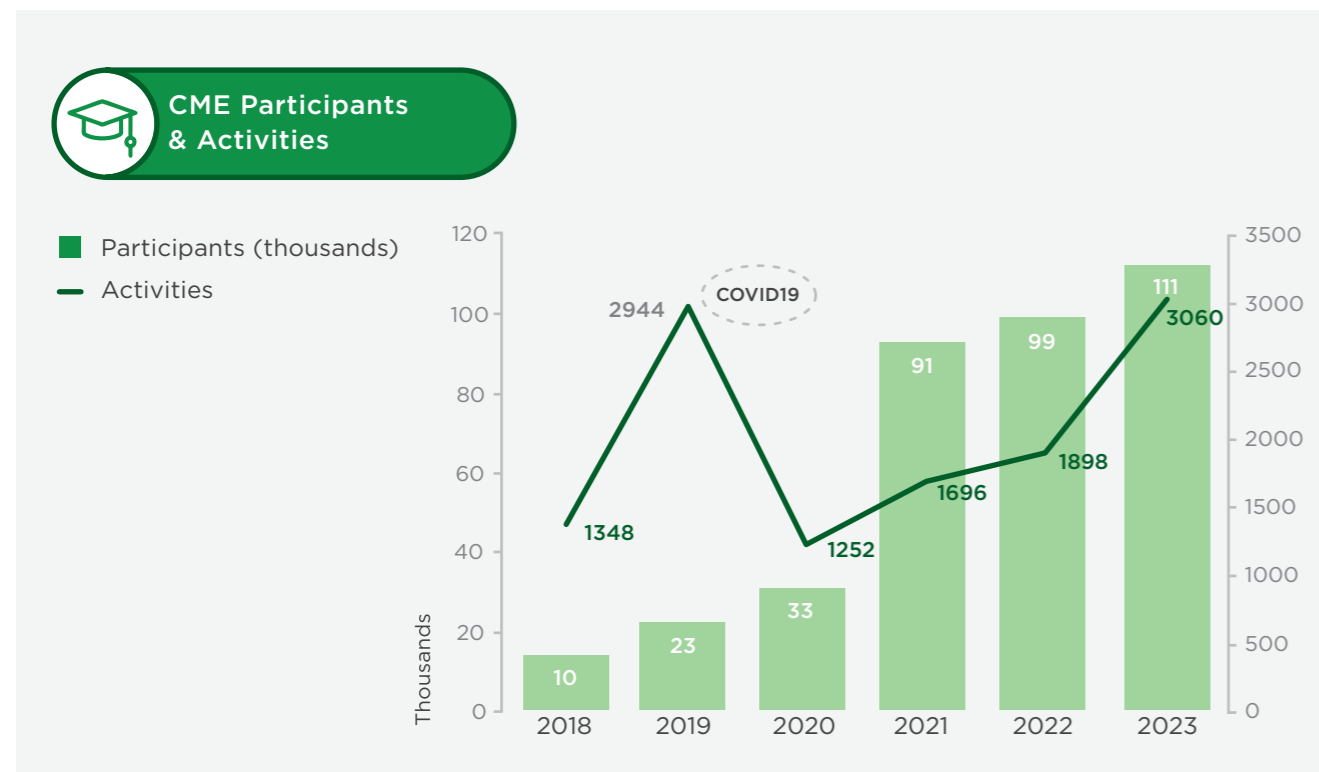


New interactive learning platforms, case-studies, and pedagogies

**other 2 from UK and USA, AKU is the first from Asia*

Continuing Medical Education Achieves New Levels of Success

MC,P's Continuing Medical Education (CME) program under the Department of Continuing Professional Education (DCPE) is an incredible success story with exponential growth in applicants and activities. We saw a 5x increase over 5 years; from 23,000 participants in 2019 to 111,000 in 2023. The department provides online courses to healthcare professionals through its Virtual Learning Environment (VLE), and the recent accreditation by the Accreditation Council for Continuing Medical Education (ACCME) further enhanced its credibility, providing validation that the content is at par with international standards. Currently, the department offers more than 3000 activities through its Regular Scheduled Services (RSS), Live Scheduled Activities (LSA) and VLE in the form of courses, workshops, seminars, lectures, conferences, and webinars with plans for future growth.



Center for Innovation in Medical Education (CIME)

Regarded as one of the most advanced simulation-based healthcare teaching and learning institutes globally, CIME has been instrumental in facilitating students and trainees at MC,P. It has been critical in integrating simulation based medical education in the UGME curriculum, providing its services for PGME trainings and collaborating to execute simulation fellowships or grant based projects with faculty. It assists in Objective Structured Clinical Examination (OSCE) for UGME students and conducts orientation bootcamps for new interns and residents, while providing professional development to faculty through its Clinical Simulation Educators Program.



Pakistan's first CME program to receive ACCME Accreditation



70% of participants are professionals outside AKU, ~360 thousand participants in the last 5 years



11x increase in participants and 2x increase in CME activities since 2018



Sustainable entity with revenue generation more than twice of the budgeted amount in 2023

Crafting the World's Finest Student Experience

New Student Centered Initiatives

The MC,P works closely with the Office of Student Experience to create a positive learning environment and a holistic student experience for our key stakeholders, our valued students. Priority areas range from mental health and well-being to innovative teaching pedagogies and courses, with equal importance attached to extracurricular activities necessary for their personal and professional development. Student societies are a cornerstone of campus life, with our students actively participating in fund-raising, research initiatives, conferences and sports. Career counselling and mentorship mechanisms are embedded at every step of their educational journey.



Student-centered initiatives to improve student well-being

- Confidential student counselling- focusing on mental health
- Townhalls for students
- Establishment of The Cube
- Refurbished the Student Lounge
- Launched a graduate education students society



Education and curriculum development initiatives for students

- Waived tuition fee of PhD Students
- Bench-to-Bedside Module, Off the Beaten Track, case-based learning
- Embedded simulation in the curriculum
- Partnered with UCAN to improve assessment process
- Expansion of Humanities and Social Sciences Module



Capacity building initiatives

- Launched Career Counselling Office
- Leadership Sessions for MBBS Students 'Preparing to Become Transformative Leaders'
- Faculty-Student Mentorship Program
- Dean's Clinical Research Fellowship
- International Student Research Conference by Students Research Forum



Student events

- Revamped the Annual Awards Night and reinstated student Annual Night
- MBBS Final Year students farewell event
- Student Grand Iftar and Sehri
- Sporting events such as Intra University Cricket Tournament
- New clubs e.g. Rowing Club





**Establishing New Departments:
Ophthalmology and Visual Sciences (OVS)**

The Department of Ophthalmology and Visual Sciences was established as an independent department in 2022 with Dr Karim Damji as the newly appointed Chair. The department's vision is to be a Regional Center of Excellence for eye care services integrated with education, research, and professional development and has two endowments in place to achieve that purpose. The department currently offers a 4-year Ophthalmology Residency along with teaching and training of medical students and trainees in addition to clinical services. The department focuses on translational research in health sciences, genetic eye diseases and paediatric vision care particularly for LMICs.



Restructuring Allied Health

The Office of Allied Health was established in 2022 with Dr Robyna Khan as its Associate Dean to fulfill the objective of consolidating all Allied Health programs offered at AKU under one umbrella and enable program strengthening through quality improvement initiatives as well as curriculum development. The broader vision for establishing the office is for Allied Health to be a strategic arm of AKU's health sciences ecosystem. The Office works closely with the Government of Pakistan in the development of a National Framework for Allied Health for countrywide policy impact.

The establishment of the office has enabled the participants of the Allied Health program to obtain a joint AKU/AKUH certification for its existing 29 programs and has improved student experience. It works towards standardization of existing Allied Health programs, and also towards establishing new ones of which 9 programs have been approved and 13 are under process. With two cohorts already inducted, the office has three new associate degree programs (Anaesthesia Technology, OR Technology, and Respiratory Therapy) & 6 new certifications in the pipeline. Finally, the Associate of Science in Dental Hygiene (ASDH) continues to develop under the Allied Health umbrella, with graduates becoming primary healthcare professionals addressing oral health needs of Pakistan.

Research: The Engine that Propels us Forward

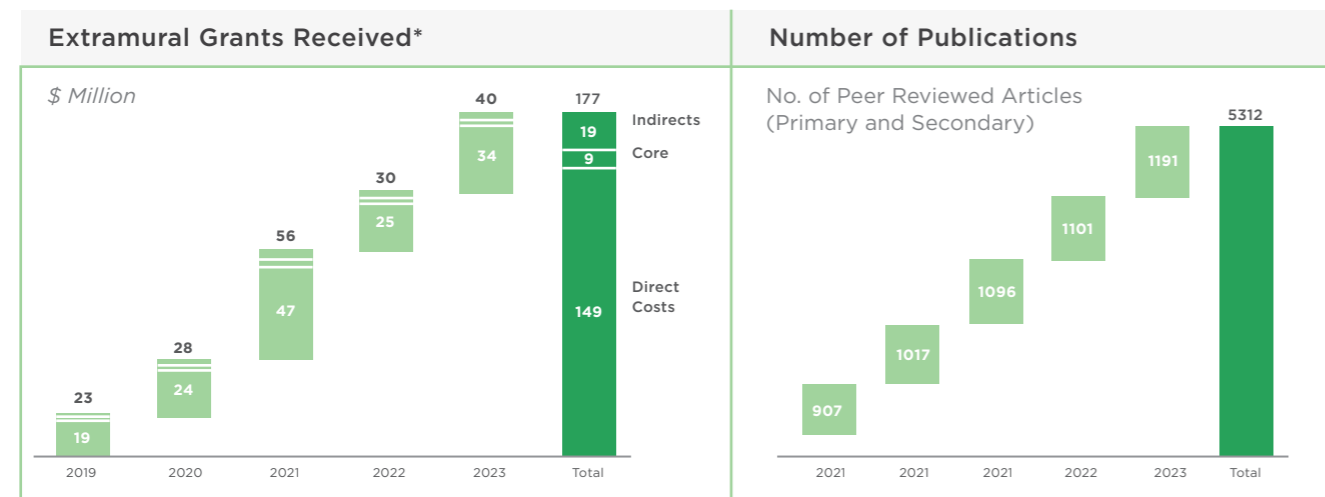


Research: The Engine that Propels us Forward

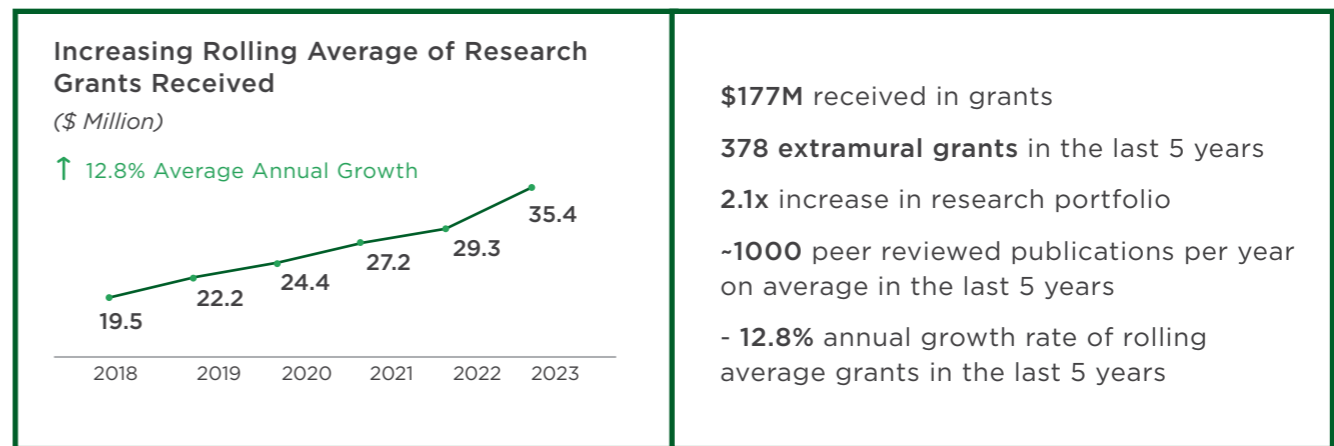
In 2023, Princess Zahra Aga Khan delivered an address on behalf of our Founder and Chancellor, His Highness the Aga Khan, where she states, [we must have] “the conviction that Africa and Asia can make mighty contributions to global innovation. That high standards are not a luxury to be dispensed with in low-income settings, but the wellspring of progress.” This approach is precisely what has driven our growth across research areas, as we continue to explore indigenous solutions for the developing world. Our faculty has advanced maternal health, conducted research focused on decreasing child mortality, and developed the first COVID-19 diagnostic tests in Pakistan. They have worked across public health, clinical and translational research, and the basic science and disease burden areas, leading policy dialogue with their area of expertise at a national, regional, and global level. An example of this is our ongoing collaboration with the World Health Organization’s Eastern Mediterranean Regional Office (WHO EMRO). Initiatives include development of a roadmap and guidelines for palliative care provision in the Eastern Mediterranean region, which will be rolled out via Ministries of Health in the EMRO region.

We are proud that research productivity has increased enormously over the last five years with \$177M in grants and a tripling of grant publications. MC,P has worked to facilitate faculty through the establishing of the Office of Shared Research Services (SRS) as a research administration arm of the University. We implemented a research incentivization policy based on US NIH salary caps to support faculty. The Clinical and Translational Research Incubator (CITRIC) was established as an important hub to advance the University’s commitment to accelerating research through a vibrant and robust research ecosystem. With the newly established Office of the Vice Provost, Research led by Dr Salim Virani, the MC,P, is committed to working in partnership with senior leadership to institutionalize best practices across the University and ensure continued growth of the health sciences at AKU.

Increased Research Productivity

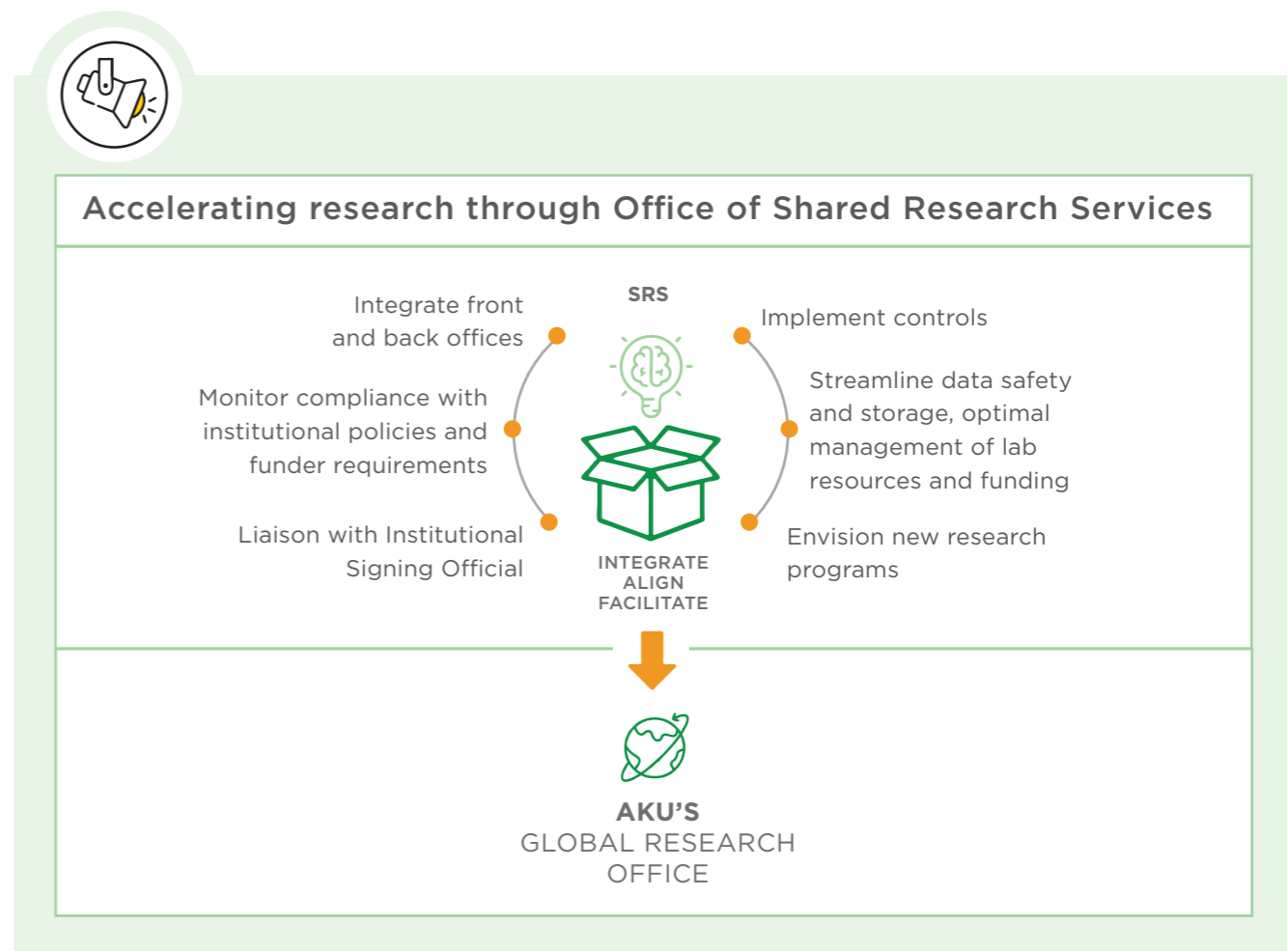


+Since July 2019



- \$177M received in grants
- 378 extramural grants in the last 5 years
- 2.1x increase in research portfolio
- ~1000 peer reviewed publications per year on average in the last 5 years
- 12.8% annual growth rate of rolling average grants in the last 5 years

The Office of Shared Research Services supports faculty through comprehensive research grant administration. SRS offers services around all the stages of the grant lifecycle—pre-award, award, post-award, and closeout—which includes identifying funding opportunities, proposal preparation, budget development, award negotiation, financial planning, project management, compliance monitoring, and reporting.



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Clinical & Translational Research Incubator

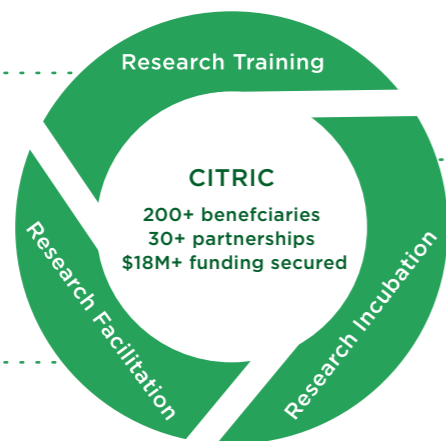
Clinical and Translational Research Incubator

In our mission to accelerate research, we established a research hub at the heart of the campus. CITRIC was established in 2020 as a hub for innovation and collaboration, by implementing a three-pronged approach of providing research incubation, research training and research facilitation. The research incubator currently houses 9 research centers that work on topics ranging from patient safety to bioinformatics.

Established CITRIC for increased research productivity

Dean's Clinical Research Fellowship (DCRF)
 - 90+ Fellows graduated;
 34 students enrolled in the current cohort
 - 95+ Faculty involved

Administrative Support
 - Designated physical space
 - Houses 30+ research staff
 - Collaborative community facilitating 100+ researchers



- Incubated Centers**
- Center for Clinical Best Practices (CCBP)
 - COVID Tele ICU
 - Center for Excellence in Trauma and Emergencies (CETE)
 - Center for Bioinformatics & Computational Biology (CBCB)
 - Center for Patient Safety (CPS)
 - Center for Oncological Research in Surgery (COORs)
 - Health Data Science Center (HDSC)
 - Center for Elderly Care
 - Center for Global Surgery

CITRIC also houses the Dean's Clinical Research Fellowship (DCRF) Program, a fully funded one year program targeting AKU MBBS graduates who want to advance their career in research. The participants gain clinical research experience while building a research portfolio mentored by AKU's esteemed faculty. 95 MC,P faculty members have been associated with the mentoring of fellows of this program which has had around 240 applicants since its establishment in 2020 with almost half being (125) selected through a rigorous process. 92 MBBS alumni have graduated from the program with 33 enrolled in the 2024 cohort.



CITRIC CENTERS

The **Center for Clinical Best Practices (CCBP)** is tasked with developing standardized locally relevant Clinical Practice Guidelines and care pathways, and becoming a robust research and methodology center to improve quality of care in Pakistan. The center has developed and launched the AKU Manual of Clinical Practice Guidelines in collaboration with the US Grade Network at the 25th National Health Sciences Research Symposium (NHSRS), a flagship event of the Aga Khan University's Faculty of Health Sciences. 130+ Grade Adolopment Guidelines have been completed and launched so far.

Associate Directors: Dr Samar Fatima and Dr Mohsin Ali Mustafa



AKU Manual for Clinical Practice Guidelines
Editor in Chief: Dean Adil Haider

Volume I - Medicine & Family Medicine

Associate Editors: Dr Unab Khan
& Dr Saniya Sabzwari

Volume II - Medical Specialties

Associate Editors: Dr Aysha Habib Khan
& Dr Mohammad Tariq

Volume III - Surgery & Surgical Specialties

Associate Editor: Dr Saleem Islam

The **Center for Patient Safety (CPS)** is a multi-disciplinary research, teaching, learning, and advocacy center which investigates conditions affecting patient care, promotes a systemic approach to patient safety and advances the university's research capacity, teaching and learning around patient safety. The center works closely with the government in the development of the National Framework on Patient Safety & Quality of Care. It has also launched the Quality and Patient Safety module in AKU's Medicine and Nursing undergraduate curriculum and has successfully trained 1518 healthcare workers to date, with many capacity building workshops taking place throughout the year. The center has conducted initial studies to scientifically assess the issues of patient safety and quality of care in LMIC settings.

Director: Dr Asad Latif

The **Center for Bioinformatics and Computation Biology** is doing incredible work in surveillance and sequencing. The center aims to generate in-house multi-omics data, expand beyond pathogen genomics to human genomics and genetics and continue to share knowledge. It has been working towards this goal through novel projects like wastewater surveillance, Sars-COV-2 sequencing, and global pneumococcal sequencing.

Director: Dr Fyezah Jehan, Dr M Imran Nasir

The **Center for Excellence in Trauma and Emergencies** is working to improve health outcomes of individuals and populations affected by trauma and emergencies in LMICs. The flagship Pakistan Life Savers Program (PLSP) has trained 310940 individuals, 2895 trainers and 2397 master trainers in CPR and bleed control so far and has a target to train 10 million Pakistani citizens in life saving techniques in 10 years while partnering with 10 institutes all across the country. The center has also done substantial work in disaster response with over 100 healthcare workers trained along with Lady Health Workers and Master trainers, and 75 rescue 1122 trainees evaluated.

Director: Dr Junaid Razzak

The **Health Data Science Center** was established to develop a health data ecosystem that informs disease priorities, measures disease burden and guides policymakers along with developing the next generation of health data scientists. The center's work includes Karachi mortality assessment study, data collaborative for dengue burden estimation, world health AI partnership and the latest NCD disease burden national survey launched with Gallup.

Director: Dr Zainab Samad

The **Tele-ICU** project, born out of a necessity during COVID has expanded its footprint and continues to provide life-saving expertise to resource constrained entities. It remotely offers trainings, tele-consultations, and nationwide assessments of ICU and HDU facilities to build capacity in critical care for patients in public sector hospitals. The team works closely with the Government of Pakistan at all levels.

Director: Dr Asad Latif

The **Center for Oncological Research in Surgery (COORS)** is one of the newly incubated centers at CITRIC with an aim to understand the biology of cancer to develop innovative, cost-effective, and less invasive early detection methods and tailor personalized cancer treatments to make a global impact. Many workshops and collaborations are already underway including research work on autophagy pathways, brain tumor epidemiology study, advanced T-cell receptor therapy, to name a few.

Director: Dr Ather Enam

The **Center for Elderly Care** is a joint program between the School of Nursing and Midwifery (SONAM), the Aga Khan Foundation (AKF), and the Aga Khan Health Services (AKHS, P) and is led by **Dr Rozina Karmaliani**.

The **Center for Global Surgery** aims to improve provision of accessible and affordable essential surgical care in resource-constrained environments and is led by **Dr Sadaf Khan**.



Advancing our Basic Sciences Ecosystem

In its quest to accelerate research at AKU and the region, MC,P has invested in further development of a basic sciences ecosystem under the leadership of BBS Chair, Prof Kulsoom Ghias. This includes investment in people and infrastructure to support this important initiative. The Multidisciplinary and Microscopy Laboratory (MDL/ML) recently underwent a complete transformation to become a state-of-the-art research and training facility at AKU and in Pakistan, with the support of the generous donation of Anisa and Feroz Ali in the name of Mr Ali's mother Rani Bai Hassan Ali.

The Juma Research Labs (JRL), under the leadership of founding Scientific Director, Dr Ather Enam, is undergoing renovations which include more benches, new freezers and expanded storage. The recent transformation of the labs is in response to the growing need for integrating contemporary practices, techniques, and technology for pioneering research in biological and biomedical sciences. Thank you to the Dhrolia family for their generous donation that is being allocated towards the upcoming renovation of the Biosafety Level 2 and 3 labs housed on the ground floor of the Juma Building. Additionally, two new labs were recently inaugurated- the Nutritional Research Lab (NRL) and Infectious Disease Research Lab (IDRL), which will drive efforts to advance research. The development of a robust and advanced technological infrastructure and an animal research facility is also underway to translate laboratory research into clinical applications.

Finally, the Center for Regenerative Medicine and Stem Cell Research (CRM) is a pioneer in regenerative medicine and stem cell biology research in Pakistan and the region, and was integrated into MC,P, under the interim leadership of Dr Rumina Hasan. The Center has been in the exploratory phase to design novel therapies for major diseases by developing a deeper understanding of disease processes through functional basic science research.

Research facilitation is a fundamental lever in the University's agenda for large-scale research growth, as per the Chancellor's vision.



The **Clinical Trials Unit (CTU)**, led by Dr Saeed Hamid, conducts cutting edge high quality clinical trials relevant to the population of Pakistan. CTU's objective is to improve access to drugs and healthcare providers which consequently impacts the health of people and healthcare practices nationally and internationally. The Unit has successfully partnered with the Bill and Melinda Gates Foundation, PATH, Roche, Sanofi-Aventis, the World Health Organization and others. Areas of research include maternal and newborn child health, cardiovascular diseases, cancer, infection, immunity and inflammation, neurosciences and stem cell biology.



Research Showcase

As part of AKU's 40th anniversary celebration and to honor the Chancellor's vision of AKU becoming a research led university, a first of its kind research showcase was put together in March 2023. The diversity, scope, and impact of research initiatives on display showcased how far AKU has traveled in its research journey; seven incredible researchers were chosen to present their work in a TedTalk format in front of a packed auditorium filled with AKU leadership, faculty, donors, partners and most importantly, Princess Zahra Aga Khan.

The live streamed event was a resounding success. Not only did it receive thousands of views, it positioned AKU as an institution whose research capacity is expansive and varied.

Watch the showcase here: <https://www.youtube.com/watch?v=ixol3AwgXSQ>

Center for Regenerative Medicine and Stem Cell Research

Dr Asfar Mian – Roadmap for Drug Development against Resistant/ Refractory Leukemia

Dr Afsar Mian presented his roadmap for drug development against resistant/refractory leukemia; his work on gene editing therapy for treating B-Thalassemia and sickle cell anemia is extremely promising.

Medical College

Dr Farah Qamar – Journey Towards Typhoid Elimination

Dr Farah Qamar's work on Typhoid elimination shows how surveillance and generating high quality epidemiological evidence can have a direct effect on policy, treatment, and prevention. Her work led to the introduction of the typhoid vaccine in the routine immunization program of Pakistan; the first country to do so.

Medical College

Dr Noor Baig – Pakistan Life Savers Program. Creating a Nation of Life Savers

Dr Noor Baig presented his implementation research through the Pakistan Life Savers Program which aims to train 10 million Pakistanis in CPR and Bleeding Control, improving survival chances in the case of sudden cardiac arrest and life-threatening traumatic bleeding.



School of Nursing and Midwifery

Dr Shireen Shehzad – Resilience! A pathway towards Mental Well-being

Dr Shireen Shehzad showcased her work on resilience among various populations as a pathway to mental well-being, and how the SM-ART model can be used to develop interventions in our local context.

Medical College

Dr Imran Nasir – Wastewater Surveillance for SARS CoV-2

Dr Imran Nasir's presentation on wastewater surveillance for the novel Coronavirus is an excellent example of traditional research tools working hand in hand with genomic sequencing and bioinformatics to preempt, predict and identify pathogens transmitted through waste.

Institute of Educational Development

Dr Fozia Parveen – Research for Action in Water

Dr Fozia Parveen's talk on wastewater management hit the right chord, with her research being used as an advocacy and educational literacy tool to create awareness about climate change and sustainability.

Institute for the Study of Muslim Civilisations

Dr Sanaa Alimia – Refugee Cities

Dr Sanaa Alimia built upon hundreds of interviews with Afghan refugees, carried out over a 10-year period, showing how Pakistan's cities should be understood as "refugee cities" that have been transformed by the presence and labour of refugees and migrants in the country.

Clinical Service:
Saving Lives Everyday



Clinical Service: Saving Lives Everyday

As an Academic Medical Center, the Medical College in partnership with the Aga Khan University Hospital, has worked to strengthen the balance of academics and service through restructuring its governance model. This includes further empowerment of Chairs as departmental leaders, and the dissolution of parallel governance structures which had emerged as a way to manage growth in clinical services. Our faculty are at the center of this, and drive innovation while delivering care to millions of people in Pakistan every year. Our state of the art facilities, cutting edge clinical imaging, laboratory services, and the newly launched Electronic Health Record allow for rapid diagnosis and optimal patient care.

Clinical Impact in 2023*



*Data includes Stadium Road, Secondary Hospitals and Outreach

First-Ever Gene Therapy in Pakistan for Spinal Muscular Atrophy (SMA) Delivered

AKU is proud to be at the forefront of bringing innovative therapies and procedures to Pakistan and other LMICs. Dr Salman Kirmani, Associate Professor and Chair, Division of Women and Child Health, and his team were at the forefront of bringing Gene Therapy for Spinal Muscular Atrophy - a deadly muscle destroying disease, to Pakistan in 2021.

The team acquired a spot in the Managed Access Program at Novartis for Shavez, a one-and-a-half-year-old boy hailing from Chiniot, Pakistan suffering from Spinal Muscular Atrophy. The program provides a groundbreaking one-time infusion drug, costing millions of dollars, to 100 patients a year for free. The miracle drug, which if properly administered to a child before turning two years old, can stop the progression of SMA and prevent further atrophy.

The team worked tirelessly for months to train its staff, work with the authorities to receive the medication in Pakistan and ensure that Shavez was fit to receive the drug through rigorous testing. Shavez was administered the life-saving drug one day before his second birthday, and also received post drug administration care at AKUH through its Zakat and Patient Welfare Program.

Conjoined Twins Surgery

A team of surgeons, nurses and support staff at the AKUH,P successfully separated conjoined twins-for the second time in AKUH's history in 2020. The twins, Muhammad Ayan and Muhammad Aman were joined at the abdomen and shared internal organs. The extraordinarily complex eight-hour operation was conducted by a multi-disciplinary team of more than 50 clinical and administrative staff working concurrently.

Renovations, Upgrades and Service Expansion

The Urgent Care Services at Clifton Medical Services (CMS), Karachi was upgraded to a Satellite Emergency Department with expanded capacity to address emergencies. The facility is available 24 hours a day, 7 days a week and is a great addition to the CMS outreach medical center to stabilize a patient and transfer to AKUH, P Main Campus at Stadium Road. The Family Medicine Urgent Care Service at the Community Health Centre was also launched in October 2022. Multiple Operating Rooms and new wards have also been renovated with the most modern technology over the last five years, as part of the expansion of our clinical service.





Inauguration of Center of Excellence (CoE) in Women and Child Health (WCH) Building

The cross-university Center of Excellence in Women and Child Health builds on the vision of our Chancellor, His Highness The Aga Khan and serves as a platform for the development of research and training programs in women and child health, with a focus on LMICs. The CoE WCH building in Karachi, was unveiled in 2023, carrying forward decades-long efforts to improve the health of women and children in Pakistan and beyond, under the leadership of its Founding Director, Dr Zulfiqar Bhutta, WCH Division Chief, Dr Salman Kirmani, OB/GYN Department Chair Dr Lumaan Sheikh and Paediatrics Department Chair, Dr Fyezah Jehan.

The building stands as a testament to the power of compassion, commitment and partnership through the assistance of generous donors and supporters, especially the Hashwani family whose unwavering commitment has brought the project to life.

The new facility is a comprehensive blend of integrated health services, research and academic programs, spanning four floors and featuring state-of-the-art clinical spaces, research facilities and faculty offices. It houses outpatient clinics for Paediatrics and Child Health and Obstetrics and Gynaecology, a Feto-Maternal unit and the Child Development and Rehabilitation Center to cater to the unique needs of expectant mothers and other children. To advance the research work of the Center of Excellence in Women and Child Health, the facility is equipped with a cutting-edge Infectious Diseases Research Laboratory and a Nutrition Research Laboratory.

The Human Development Program (HDP), a unique multidisciplinary initiative at AKU that strives to support Early Child Development through multidisciplinary and research-based approaches, also finds a worthy home in the new facility.



Family Medicine Health Center

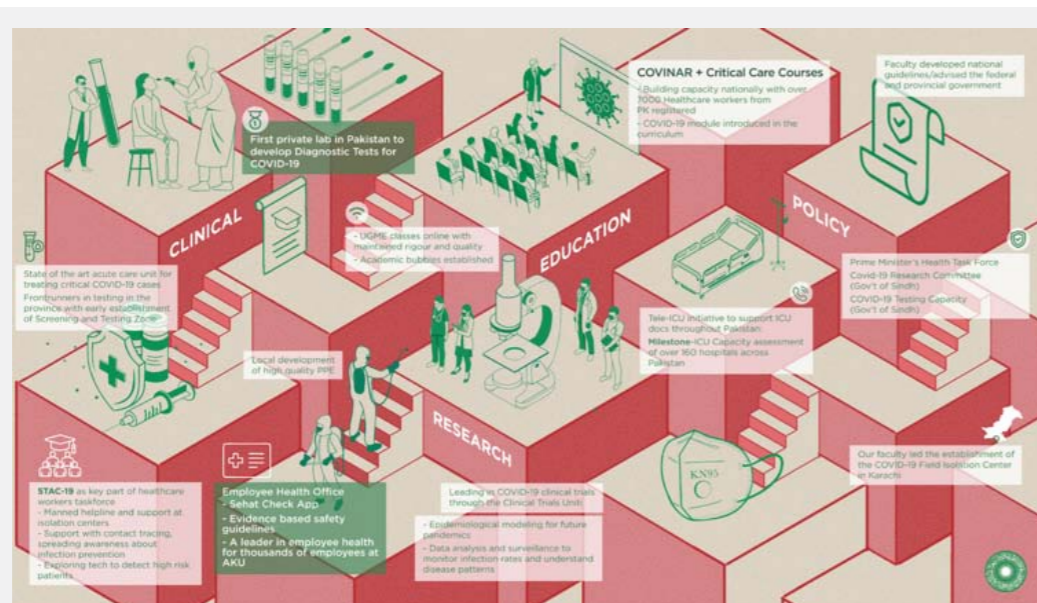
The Family Medicine Health Center, launched in June 2022 under the leadership of Dr Unab Khan, Chair Family Medicine, in the FB Area of Karachi, not only serves as a clinic and center to connect the local community but also as a facility to train MC,P students and trainees, by giving them hands on experience in interacting with marginalized communities. The center provides subsidized primary care to the community of all age groups for acute and chronic conditions. It has treated 6700 patients, with a total of 93 residents having rotated at the center since its inception. The center is a noteworthy example of an integrated approach to healthcare impact, using both education and clinical service for high quality training and delivery of care.

The center also works with local communities through educational sessions, vaccine drives and health camps. In a short span since its initiation the center has conducted three free of cost camps for underprivileged communities with free consultations to over 200 patients.



The AKUH,P Clinical Laboratory with the Department of Pathology and Laboratory Medicine received the College of American Pathologists (CAP) Accreditation for 8 stat labs across Pakistan. With 300+ locations across 129 cities, the network serves the diagnostic needs of the country; the newly established newborn screening program and initiation of laboratory testing for rare diseases are examples of recent innovation.

Responding to National Crises



COVID-19 Pandemic

In February 2020, AKU treated and managed the first COVID-19 patient in Pakistan. The AMC subsequently established one of the first screening and testing sites in the country by rapidly converting the Community Health Center site overnight, followed by a larger conversion of the Old Private Wing into a COVID-19 facility. Faculty held senior posts in government COVID Task Forces advising on the national response; adapted the training program to support Residents, MBBS, and graduate students; and were awarded large grants. To be able to do all of this simultaneously required a systematic and agile response from the AMC, relying on the strength of existing systems and processes. However, it also required an enormous amount of leadership, strategic acumen and active management from individuals across the AMC. This joint leadership model which had physician leaders at its core, was critical to the AMC's ability to make balanced decisions to cater to the larger population, its own employees, and with a commitment to the longevity of the institution during COVID-19.



Floods

We were still reeling from the pandemic when catastrophic rains and floods caused unprecedented destruction in Pakistan in 2022. AKU, worked alongside the Government of Pakistan to quickly mobilize resources and provide critical assistance within our area of expertise; healthcare.

Over 400,000 people were provided with healthcare services during the devastating floods through 1340 camps in 42 districts. The response is a great example of internal and external collaboration between our partners, donors, faculty, staff and students. The free online capacity building workshops on healthcare management conducted by SONAM for nurses and lady health workers, and the flood disaster treatment masterclass conducted by our Department of Continuing Medical Education helped to train over 5000 participants during this crucial period.

Partnerships: Leveraging Strengths Across the Aga Khan Development Network

As a network organization, we focus on building strengths for a system. This approach—focused on integration, partnerships, and collaboration, creates a platform for wider societal impact, in a sustainable way. Our faculty are practitioners at AKUH,P and hence our work as an Academic Medical Center takes a holistic approach to healthcare impact. In addition to its alignment and relationship with AKUH, the MC,P has key partnerships within AKU with other Schools and Centers/ Institutes for research collaboration, interdisciplinary teaching, and professional development. This includes work with the Institute of Global Health & Development (IGHD) on various global health and development challenges, particularly in LMICs and Brain and Mind Institute (BMI) on mental health needs and well-being. We also work closely with sister agencies within the Aga Khan Development Network, to advance regional priorities and tackle large scale challenges.



Medical College, East Africa

We work closely with AKU's Medical College in East Africa (MC, EA), with a focus on faculty development including training at both sites. Joint research across two major regions of the global south, also creates a pathway for relevant and impactful research output.



The School of Nursing and Midwifery

AKU's School of Nursing and Midwifery Pakistan (SONAM,P) is one of our most important stakeholders. We work collaboratively across the domains of education and research; for instance the development of a Lactation Consultancy Program, a Center for Elderly Care, and large-scale research initiative in public health. Faculty development awards and inter-professional education are other avenues we collaborate on while also sharing an examination system through the Umbrella Consortium for Assessment Networks.



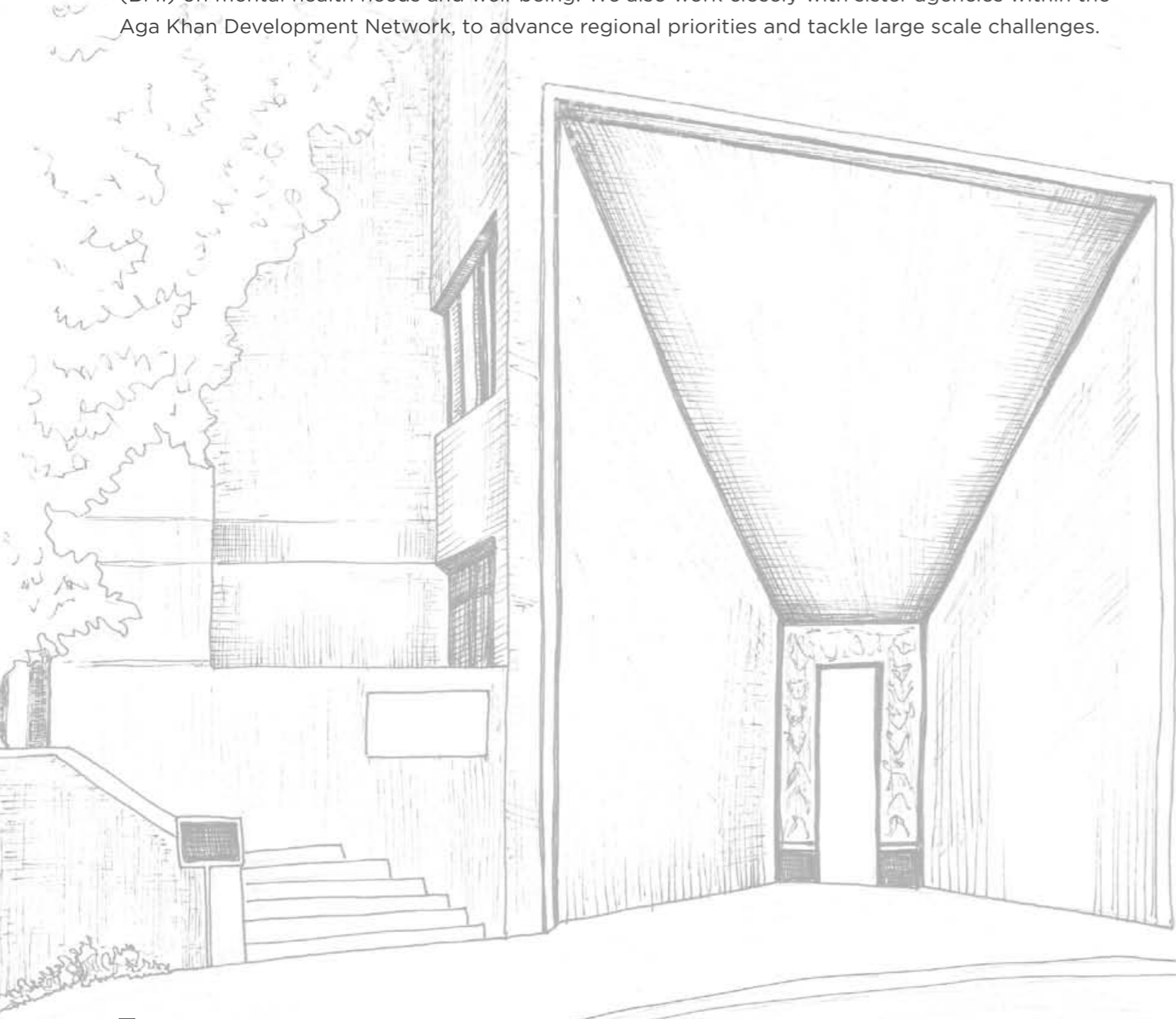
The Aga Khan Health Services, Pakistan

In 2020 we developed a formal inter-agency partnership between AKU Pakistan—MC,P AKUH, SONAM, Outreach Services and the Aga Khan Health Services, Pakistan (AKHS,P) This critical partnership is an opportunity to leverage strengths to improve health outcomes through joint work in education, research and clinical service, in domains of capacity development, e-health, and disease burden specific programs. Areas of collaboration include dentistry, family medicine, nursing, tele-medicine, cancer, and malnutrition. In 2023, a Memorandum of Understanding was signed between MC,P and AKHS,P that emerged out of the Dean's-CEO's Forum, and this partnership has also enabled the establishment of field sites for training of UGME students all across the country.



The French Medical Institute for Children

The French Medical Institute for Children (FMIC) in Afghanistan, managed by AKU, is a partnership of the Government of Afghanistan and France, La Chaîne de L'Espoir and the Aga Khan Development Network. MC,P runs a postgraduate medical education program at FMIC and has graduated over 75 specialist doctors including Afghanistan's first female specialists in pathology, radiology, paediatric surgery, and anaesthesiology.





People: Our Most Important Asset

Our people are foundational to our success, and not just because of their expertise in academic medicine, surgery, or world-class training, but because of their continued commitment to our values of Impact, Quality, Relevance, and Access (IQRA). IQRA reflects an institutional value for service to others. In 2019 we conducted a faculty survey that showed over 90% of our faculty are aligned with AKU's mission and 98% are passionate about their work. We are uniquely positioned in the global south, with some of the best minds in infectious diseases that then supported a national response to the COVID-19 pandemic. Our experts work on disease burden estimation for and from Pakistan; they pioneer efforts in improving maternal and child health with work impacting mortality rates; they establish programs to train millions of people in CPR and bleeding control and establish training programs that produce clinical leaders. Their work embodies the mission and purpose of AKU: to impact the communities in which we serve. It is worth mentioning that they do this successfully, in an environment where economic and political instability create another layer of barriers to navigate beyond the science, that require time, energy, sensitivity, and a vision for long-term impact.

Therefore, investing in people has been a key strategy to enhance culture and support faculty and their work at MC,P. Our mission was to support their unwavering dedication and commitment to advancing science, patient care, and educational initiatives. In order to do this we implemented concrete initiatives which include an enhanced faculty compensation plan. This plan rewards

work in education and research with equal value to work in clinical service. During COVID-19 an interim faculty compensation plan was implemented in order to protect clinical faculty at 80% of their regular compensation and to mitigate hardship that was a result of low patient volume at early stages of the pandemic. The new research incentivization policy fairly compensates researchers at a global standard. This work has not been without challenges, and is tied closely with our financial strategy to ensure that we allocate our revenue in a way that truly reflects our values, while ensuring long-term sustainability of the Medical College.

We established an Office of Faculty Development & Academic Affairs (OFDAA) which leads efforts ranging from implementation of an inaugural Dean's Leadership Course to celebrating our faculty through events each year. We have a new appointments and promotions process which has yielded results in growth and development of faculty. Over five years we have had 191 total promotions with 49% of those promoted being female. Gender diversity remains an area of importance as we consistently strive for representation across all that we do. Finally, we re-started our faculty awards and our endowed professorships.

Our work has focused on advancing priorities of our faculty, which ultimately advance institutional goals.



A key initiative of the Office for Faculty Development and Academic Affairs was the launch of the **Dean's Leadership Course (DLC)** in 2021. This inaugural course was designed and developed for clinical and non-clinical faculty, with a focus on developing healthcare leaders with the skills to thrive in a complex system. Module topics ranged from financial management and strategy to a speaker series of industry leaders from healthcare to finance. Three cohorts have completed this course, with the objective of creating a "shared mental model" to approach problem solving. The latest DLC was held in collaboration with the Karachi School of Business and Leadership (KSBL), a leading graduate business school in Pakistan.



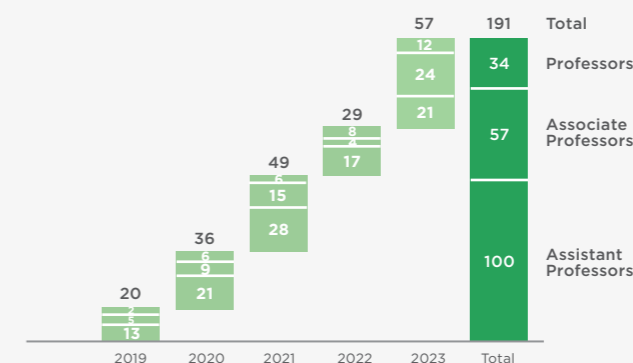
Our joint leadership model has shown incredible success, and we are grateful to the continuous commitment of our faculty and staff.

Percentage of People who Identify as Women 2023



Upward Trend in Promotions and Faculty Friendly Policies

5-Year Faculty Promotions



Created **OFDAA**; conduct faculty surveys, celebrate special events, conduct leadership training & workshops



Empowered **Medical College Faculty Council and Chairs**



Enhanced Compensation Plan for clinical and non-clinical faculty; reward individuals and team performance



Initiated **Faculty Mentorship Programs and 7 New Forums**



Rolled-out new policies; **gender equity, retirement, commercial support, revised maternity leave policy**



Initiated **Stipends** for Program Directors, Vice Chairs and Section Heads



Reinitiated **Faculty Awards**

191 Total promotions
44 Endowed Faculty
49% Promoted are females

*Associate Deans, Chairs & Program Directors

Powerful Communication: Connecting to Create Change

Embedding communication in every layer of these initiatives helped to keep our audience informed, our stakeholders engaged, and our team accountable. Knowledge generation is necessary but making it accessible for those beyond our walls is a greater goal and that was made possible through the establishment of public facing communication tools.


We worked with our AKU Global communications team, to create in-house expertise and launch social media channels (Facebook and Youtube) specific to the Medical College substantially growing them over the past few years and improved our website content. These allowed us to establish two-way communication streams, along with giving relevant people outside AKU the opportunity to participate in the wide variety of lectures, workshops, conferences, and events organized throughout the year. The Dean's and Faculty's speeches and presentations given on local, national, and international forums, and increased engagement with the media are another pillar of this strategy.

Simultaneously, we prioritized internal communication ensuring that all stakeholders within AKU are well-informed and active participating members of the community. This was done through frequent townhalls with faculty, staff and students, monthly meetings with class representatives and departmental leadership, timely communication through memos, and instituting a weekly Dean's Monday morning email that quickly became a popular avenue for sharing updates, news, appreciation, and highlights. By streamlining policies and processes, improving the quality and frequency of our communication, consistently improving the website content, focusing on grant and partner communication, and coming up with innovative ways of engagement, education, and promotion we have placed communication at the center of our work. And these efforts are paying dividends.

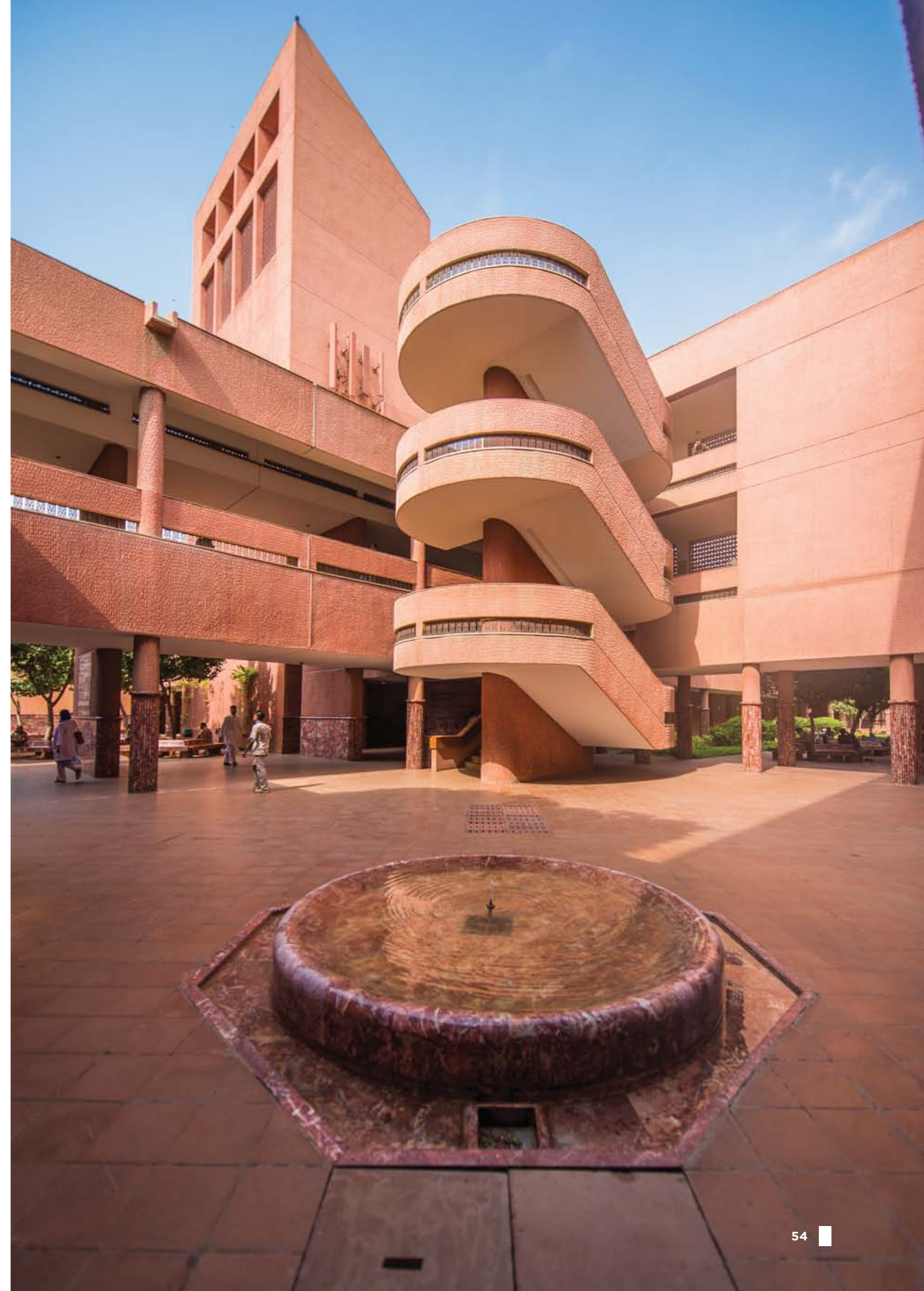
www.aku.edu/mcpk

 **66K followers**
www.facebook.com/AKUMCPK

 **3.5K subscribers with 108 videos**
www.youtube.com/@akumcpk

 **21.8K followers**
[@AdilHaiderMD](https://twitter.com/AdilHaiderMD)

 **260 Monday AM emails over the past 5 years**



Engaging Alumni: Building Bridges for Success

The Medical College alumni are our greatest assets and serve as excellent ambassadors of Pakistan and AKU across the globe. They serve in a variety of strategic leadership and professional roles, both nationally and internationally, commanding respect in their specific fields.

We strive to deepen our connection with our alumni community through consistent communication, campus visits, local and international events, visiting professorships, lecture series, awards, and collaborative work. Consistent effort has been made to engage with our alumni through events such as the yearly reunion, by inviting them to share their insights through an extensive alumni survey and extending benefits to them such as discounts for alumni and specialized concierge services for their families who are treated at AKUH.

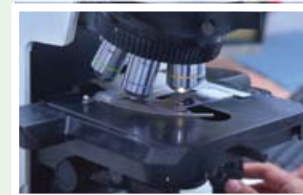


A Pakistan Alumni Chapter was established recently, and an MOU signed with the AKU-Alumni Association for North America to foster closer collaboration with both our Pakistani and North American alumni bodies.



Our alumni contribute generously towards our mission, with many impactful individual and class gifts established that support a variety of initiatives such as student scholarships, research and patient welfare. They have established major programs such as the the Center of Excellence for Trauma and Emergencies, the Center for Patient Safety and the Center for Clinical Best Practices to name a few. We are grateful for their consistent and unwavering support and are proud of their countless achievements since they left our pink walls.

50% of our Clinical Faculty and 49% of MC leadership are PGME alumni



Kulsum And Aleem Qureshi Grant for Medical Discovery

The research projects supported through this fund are enabling our students, fellows and faculty to advance their wet-lab research skills and laboratory techniques like tissue culture, cytotoxicity and apoptosis assays, immunohistochemistry and functional studies including immunoblotting. They provide a structured context for discovery, allow our researchers to develop their data analysis and academic writing skills, and develop competitive research proposals for internal and external funding.



Dr Amyna Sultan, OBE, Director Pacific International Hospital

Dr Amyna Sultan, an alumna of our MBBS program Class of 1989 and a former faculty of AKU, gave the largest individual alumni gift to the MC for an endowment to establish a Department of Ophthalmology and to enhance access to innovative, high-quality, affordable eye care in Pakistan and other developing countries where AKU has a presence.

www.aku.edu/alumni/association/pk-chap/Pages/home.aspx

Support from our Alumni and Friends

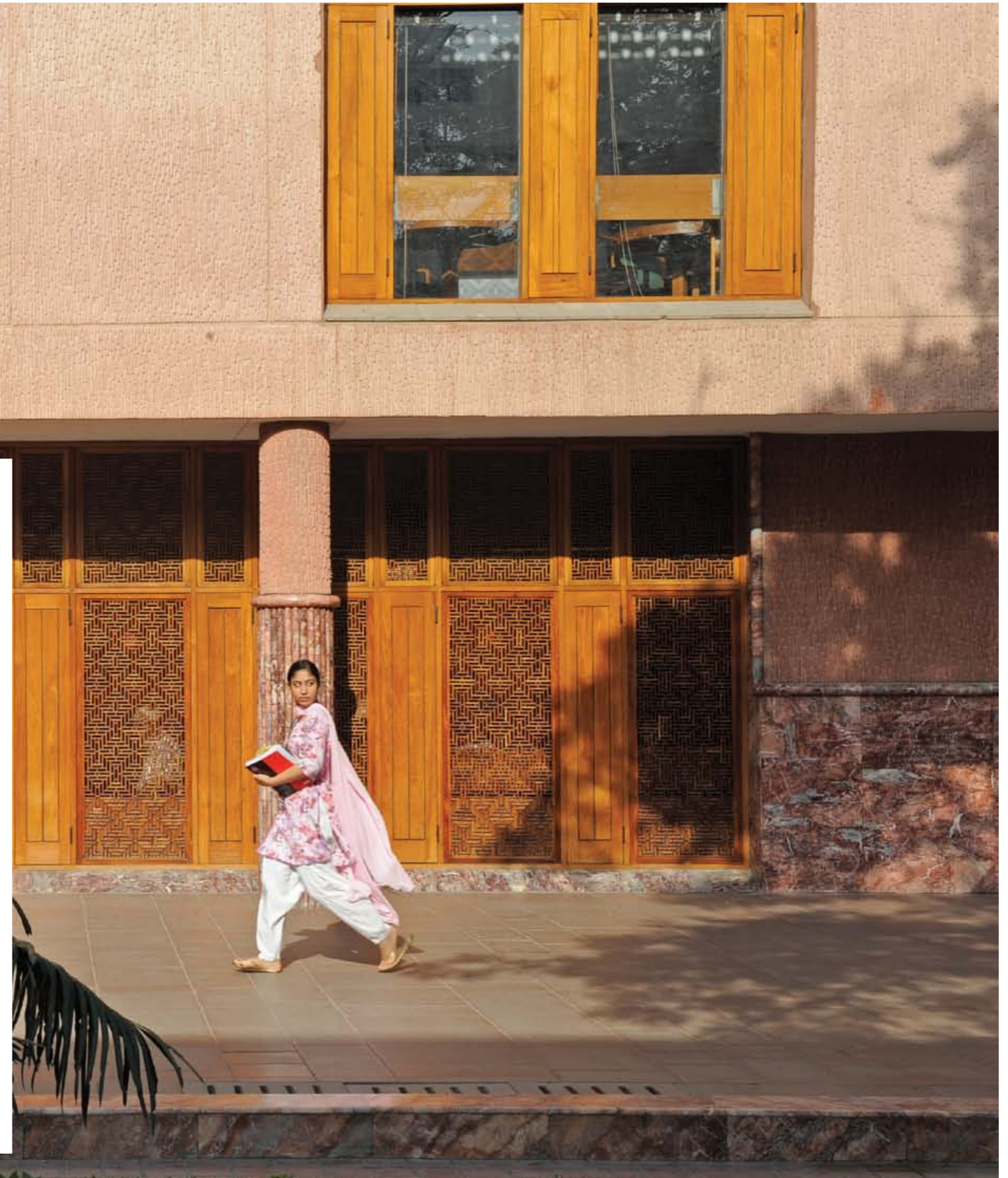
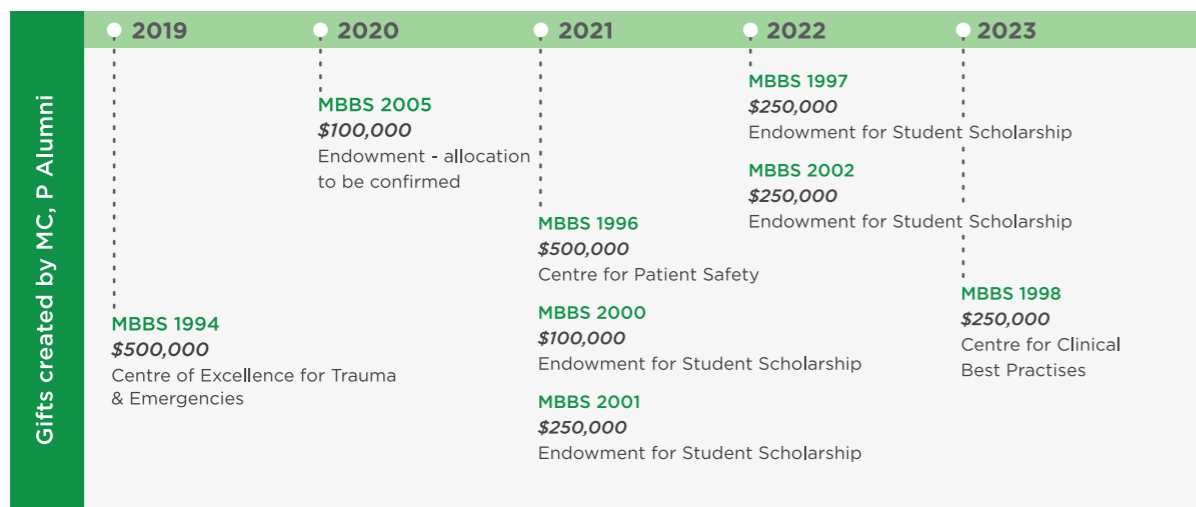
The MBBS Scholarship fund is supported by numerous faculty, alumni and generous donors. A major example of this includes The Jenabai Hussainali Shariff Family that supports numerous student scholarships across AKU through our Adopt a Student Program.

Engagement

- Revamping of both Global Alumni Association/Local Chapter
- Reunions/summer fundraiser
- 19 University & Alumni Events
- 41 Overseas events in the last 5 years

Programs

- Adopt a Student Program
- Transform Lives





AKU Medical College Alumni with Princess Zahra Aga Khan and University Leadership
AKU 40th Anniversary Celebrations – March 19, 2023

Ensuring Financial Sustainability to Strengthen our Future

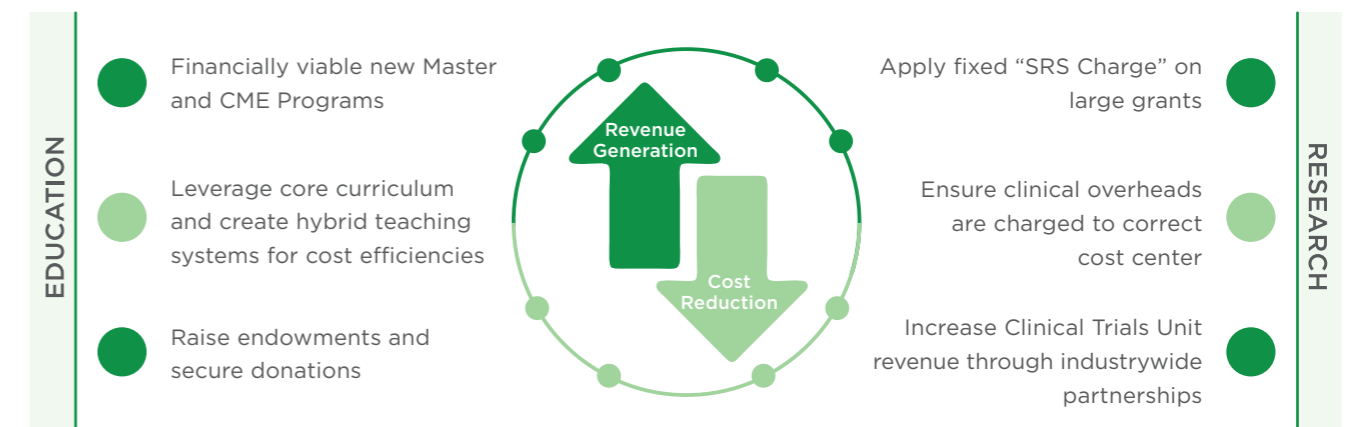
A major priority for us over the last five years, has been financial sustainability with a particular focus on reducing our reliance on the clinical revenue—a common financial structure for AMC’s globally. We chose to do this because Pakistan’s challenging economic climate required a focus on revenue generation, but also because of AKU’s unique financial model, where our hospital supports many of our other entities within the University.

Several initiatives were undertaken by MC,P to ensure financial sustainability including large-scale fundraising efforts for MBBS scholarship endowments, which resulted in pledges from alumni and friends of approximately \$2M.

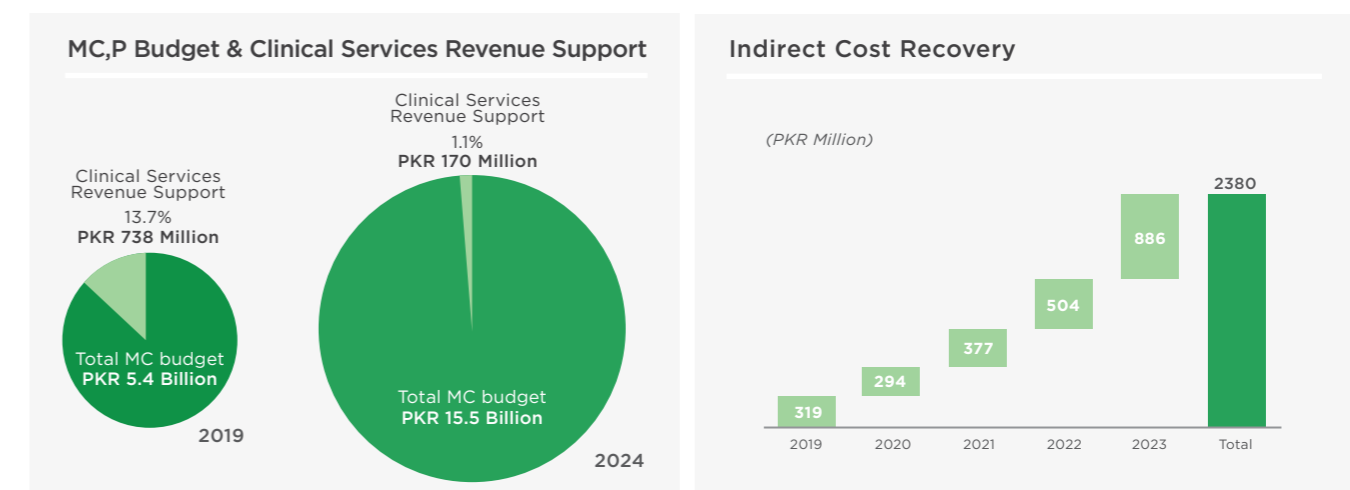
All new graduate programs were launched after ensuring their financial sustainability. The newly introduced Master of Bioethics is funded by the NIH D43 grant for the first three cohorts, with the first intake of students in 2023. The proposed Master of Health Data Science is to be launched with the support of the Gates Foundation to the CITRIC Health Data Science Center. The Department of Continuing Medical Education (DCPE) is a growing entity which has seen an 11x increase in number of participants since 2018. The department boasts of an impressive top-line where the revenue generated was more than twice of the budgeted amount.



The establishment of AKU wide Shared Research Services at the MC,P ensures financial sustainability by increasing efficiency for researchers. Strategies including integration of front and back offices, effectively monitoring compliance with AKU policies as well as funder requirements, implementing controls across the grant facilitation process, liaising with the Institutional Signing Officials, streamlining data safety and storage, and optimising management of lab resources & funding. The establishment of SRS has been a great initiative in supporting AKU’s Global Research Office’s greater aim to become one of the top global research universities. The success of SRS can be gauged through the steady increase in research indirects in the graph below.



The above initiatives focusing on improving self-sufficiency of MC,P are aligned with the University wide strategic goals of sustainability and growth which focus on reduced reliance on health services income and replacing them with new revenue streams. This resulted in not only increasing the total MC,P budgeted amount by ~3x from PKR 5.4B in 2019 to PKR 15.5B in 2024, but decreased the dependence on clinical services revenue support at a remarkable level from 13.7% to 1.1% in the past 5 years.



Acknowledgements

We are extremely grateful to all our donors and supporters for their consistent support and generosity. Without their trust, encouragement and ambassadorship we would not be able to fulfill our vision of a healthier, more equitable world. We look forward to continuing this journey together and making a longlasting impact on the future of healthcare.

We would also like to acknowledge the Board of Trustees (BoT) and the current University wide academic and administrative Leadership as well as the previous members of the Leadership team for their constant guidance and direction.

AKU Board of Trustees

Mr Zakir Mahmood, Chairman

Princess Zahra Aga Khan

Dr Lisa Anderson

Dr Elizabeth Cannon

Dr Phillip L Clay

Dr Julie A Freischlag

Mr Naguib Kheraj, CBE

Mr Amin Mawji

Dr Afaf Meleis

Dr António Rendas

Honorable Mohamed Othman

Dr Sulaiman Shahabuddin

Mr Badaruddin F. Vellani

Current AKU Leadership

President and Vice Chancellor Aga Khan University: Dr Sulaiman Shahabuddin

Provost and Vice President, Academic: Dr Carl Amrhein (Oct 2017 – June 2024)

Provost and Vice President, Academic: Dr Tania Bubela (July 2024 – Present)

Vice President, Finance and Chief Financial Officer: Ms Shagufta Hassan (Interim CEO, AKUH,P May 2019 – Nov 2020)

Vice President, Human Resources: Mr Navroz Surani

University General Counsel: Mr Sohail Kassamali

Chief Advancement Officer: Ms Zahra Somani

Global Chief Information Officer: Mr Shaukat Ali Khan

Chief Facilities and Administrative Services Officer: Mr Syed Mohammad Sohail

Professor & Vice-Provost (Asia and UK): Dr Anjum Halai

Vice Provost, Quality, Teaching and Learning: Dr Tashmin Khamis

Vice Provost, Office of Research and Graduate Studies: Dr Salim S. Virani

Vice Provost, Student Affairs and Services: Ms Rachel Baldwin

University Registrar: Dr Laila Akbarali

CEO, Aga Khan University Health Services: Dr Farhat Abbas

CEO, Aga Khan University Examination Board: Dr Naveed Yousuf

Dean, Medical College, Pakistan: Dr Adil H Haider

Inaugural Dean, Faculty of Arts and Sciences, Pakistan: Professor Stephen Lyon

Dean, Graduate School of Media and Communications: Professor Nancy Booker

Dean, Institute for Educational Development, Pakistan: Dr Farid Panjwani

Dean, Institute for Educational Development, East Africa: Dr Jane Rarieya

Dean, Medical College, East Africa: Dr Lukoye Atwoli

Dean, School of Nursing and Midwifery, East Africa: Dr Eunice Ndirangu

Interim Dean, School of Nursing and Midwifery, Pakistan: Dr Tazeen Saeed Ali

Director, Office of Strategic Communication: Mr Karim Sayani

Regional Director (South Asia), Centre for Innovation in Medical Education: Dr Faisal Ismail

Regional Director (East Africa), Centre for Innovation in Medical Education: Dr Michael Moneyppenny

Founding Director, Brain and Mind Institute: Dr Zul Merali

Founding Director, Institute for Global Health and Development: Dr Zulfiqar Bhutta

Director, Institute for Human Development: Professor Amina Abubakar

Director, Centre of Excellence for Trauma and Emergencies: Dr Junaid Razzak

Senior Advisor, VP Health Services Office: Mr Nadeem Mustafa Khan

Associate Vice-Provost & University Librarian: Dr Peter Gatiti

Previous Leadership

President: Mr Firoz Rasul (May 2006 – Sept 2021)

CEO, AKUH: Dr Shahid Shafi (May 2021 – Jun 2023)

Director and CEO, Aga Khan University Examination Board: Dr Shehzad Jeeva (Oct 2014 – Dec 2023)

Vice Dean, Medical College: Dr Mushtaq Ahmed (Feb 2018 – Feb 2022)

Chair, Department of Surgery: Dr Ather Enam (Apr 2015 – Sept 2022)

Founding Chair, Department of Oncology: Dr Mohammad Khurshid (Jun 2012 – Aug 2019)

Interim Chair, Department of Anaesthesia: Dr Fauzia Nasim Minai, (May 2017 – Jul 2019)

Chair, Department of Psychiatry: Dr Ayesha Mian (Aug 2013 – Apr 2020)

Chair, Department of Emergency Medicine: Dr Asad Mian (Jun 2017 – Apr 2023)

Chair, Department of Community Health Sciences: Dr Sameen Siddiqui (Jan 2018 – Jun 2023)

Chair, Department of Radiology: Dr Nadeem Ahmed (Jan 2016 – Jan 2021)

Interim Chair, Department of Radiology: Dr Shaista Afzal (Jan 2021 – Feb 2023)

Chair, Department of Pathology and Laboratory Medicine: Dr Afia Zafar (Dec 2015 – Dec 2021)

Chair, Division of Women and Child Health: Professor Iqtidar Khan (Aug 2011 – Jun 2019)

We would also like to acknowledge the immensely talented MC, P leadership team for their invaluable work in taking the Medical College, Pakistan to new heights during the last 5 years.

Dean, Medical College, Pakistan: Dr Adil H Haider

Vice Dean, Medical College Pakistan: Dr Muhammad Tariq

Associate Dean, Postgraduate Medical Education: Dr Rizwan Khan

Associate Dean, Allied Health: Dr Robyna Khan

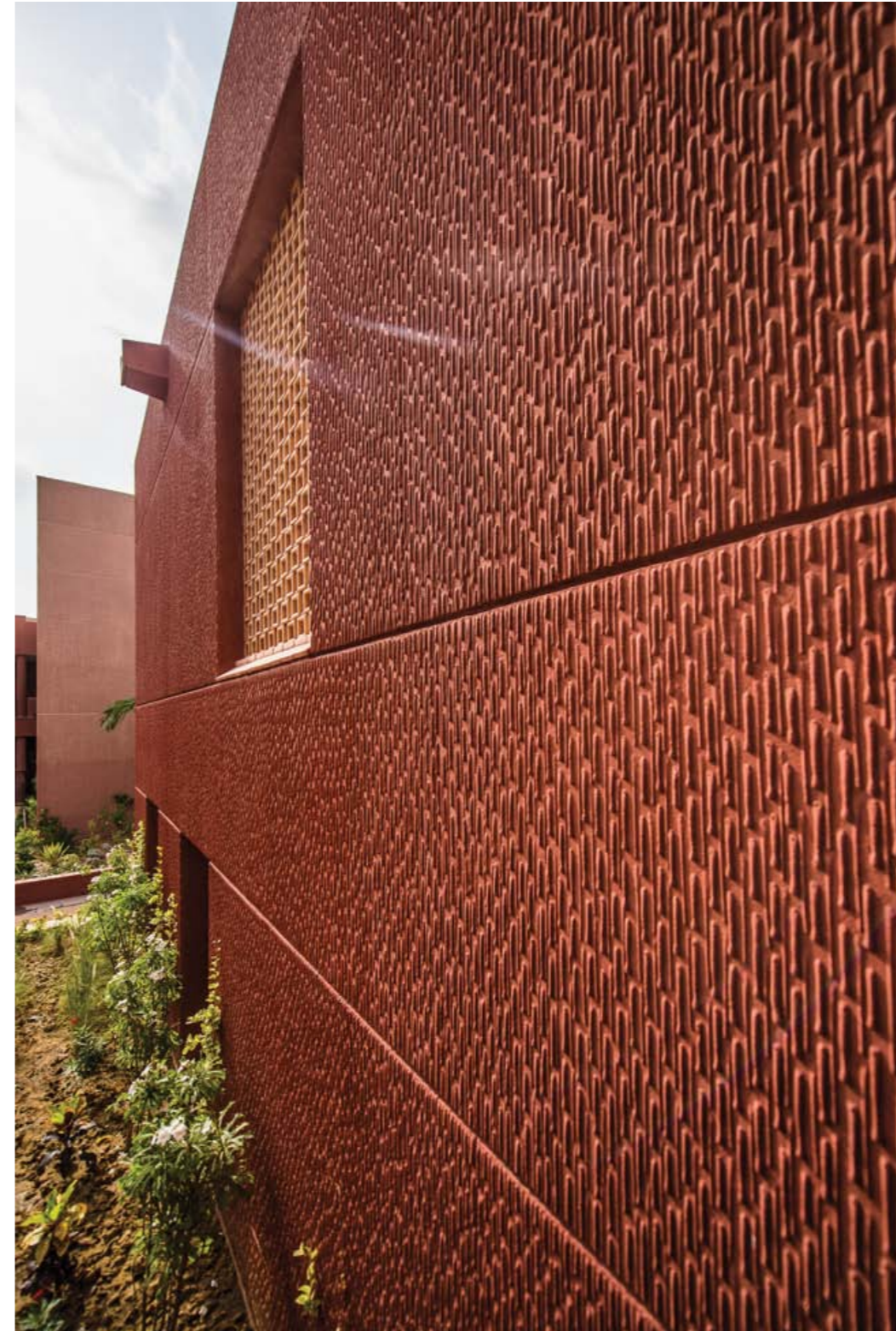
Associate Dean, Research and Chair, Community Health Sciences: Dr Syed Asad Ali

Associate Dean, Faculty: Dr Fazal Hameed Khan
Associate Dean, Undergraduate Medical Education: Dr Sadaf Khan
Associate Dean, Continuing Professional Education: Dr Natasha Ali
Associate Dean, Office of Graduate Studies: Dr Muhammad Shahid Shamim
Chief Medical Officer and Associate Dean, Clinical Affairs: Dr Asim Belgaumi
Chair, Division of Women and Child Health: Dr Salman Kirmani
Chair, Surgery: Dr Saleem Islam
Chair, Emergency Medicine: Dr Khalid Siddiqui
Chair, Family Medicine: Dr Unab Khan
Chair, Department for Educational Development: Dr Naveed Yousuf
Chair, Medicine: Dr Zainab Samad
Chair, Biological and Biomedical Sciences: Dr Kulsoom Ghias
Chair, Anaesthesiology: Dr Asad Latif
Chair, Oncology: Dr Zehra Fadool
Chair, Obstetrics & Gynaecology: Dr Lumaan Sheikh
Chair Radiology: Dr Zafar Sajjad
Chair, Paediatrics and Child Health: Dr Fyezah Jehan
Chair, Pathology and Laboratory Medicine: Dr Erum Khan
Chair, Psychiatry: Dr Nargis Asad
Chair, Ophthalmology and Visual Sciences: Dr Karim F Damji
Director, Strategy and Advancement: Ms Sana Mahmood
Director, Administration: Mr Aryn Didarali
Director, Faculty Metrics and Evaluation: Dr Gulzar S Lakhani
Director, Shared Research Services: Mr Mustafa Hasan
Director, Laboratories: Mr Azhar Hussain

Finally we would like to express our profound gratitude to all of our faculty, staff, students and supporters who continue to work tirelessly to advance the mission of AKU and improve the quality of life in the communities we serve every day.

The Dean's Report, 2019-2024 was written and produced by MC,P's Strategy and Communications team: Sana Mahmood (Director, Strategy and Advancement), Saman Qureshi (Senior Manager, Communications and Advancement), Abeer Zubair Umar (Specialist, Strategy) and Ayesha Izhar (Specialist, Communications). Design and art direction: Ameera Durrani, Zarmineh Durrani, and Radia Durrani.

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