

Organizational Turnaround to Enable Growth



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AVF Board of Directors

Organization Profile

Name: American Venous Forum

Industry: Healthcare

Description: The American Venous Forum (AVF) is a medical specialty society comprised of vascular surgeons and other professionals dedicated to the care of patients impacted by venous and lymphatic diseases. The AVF, through its research activities, educational programming, and patient advocacy efforts, is recognized as the leading global authority in this highly specialized field. The American Venous Forum Foundation (AVFF) is the philanthropic arm of the AVF existing to support the noble mission of the AVF.

Website: www.VeinForum.org



American Venous Forum
Promoting venous and lymphatic health

“During my tenure as President of the American Venous Forum, we faced a formidable challenge of rebuilding our administration. Through the talents and resolution of Balanced Growth, we pulled through a difficult transition and emerged as a viable, growing and healthy professional medical society.

BG was instrumental in helping us build our current hybrid administrative model consisting of an AVF-employed Executive Director, a Director of Development, and outsourcing administrative services to an Association Management Company. Up to this point, there were almost no similarly structured operating models in the United States.



Elna Masuda M.D.

AVF Past President
President, AVFF

The Challenge

Since its inception 33 years ago, the AVF has outsourced its administrative and management services to a number of Association Management Companies (AMC's) under a management contract. From 2013 to 2018, the AVF experienced a “revolving door” of management firms and this turnover led to a significant level of destabilization. As a result, the AVF experienced loss of membership, declining meeting attendance, multi-year financial deficits and a general loss of confidence in its leadership as a global leader in the field.

BG was initially hired to assess the situation and develop a strategy that would effectively change the course the AVF had been on in recent years.



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The Balanced Growth Process:

Working with the Executive Committee and Board of Directors, the BG team recommended a two-phased approach to put the AVF on a path for growth and future success. These phases included a set of activities to first turnaround and then stabilize the organization.

AVF Transformation Timeline



- Hired Balanced Growth
- Selected new AMC
- Managed new AMC transition



- Facilitated Strategic Plan
- Integrated AVF & AVFF



- Recruited Assoc. Executive Director
- Managed COVID-19 Impact

Turnaround Phase

BG managed the transition from the incumbent AMC to a new, carefully-selected AMC by developing requirements, service level agreements, and performance targets under a new two-year contract. BG served as the interim Executive Director (ED) during this phase and gained approval from AVF leadership to put in place a novel organizational model. This operational construct calls for an independent Executive Director reporting to the Board of Directors to lead the organization at the strategic level. It also includes a highly experienced AMC reporting to the ED to handle operational and transactional activities.

Stabilization Phase

This phase involved several major game-changing activities. BG facilitated the mobilization and engagement of 20 working committees. These volunteer-led committees, with 275 vascular surgeons as members, serve to support AVF members and the patients they serve while maintaining focus on the organization's mission. BG recommended the integration of the AVF and AVFF at both the strategic and operational levels in order to amplify the voice of the AVF worldwide. And, BG led a strategic planning effort in collaboration with the President-elect of the AVF. Using its proven strategic planning methodology (see accompanying graphic), BG helped create a plan that would deliver enduring organization and member value. Additionally, during this phase, BG was asked to serve as the full-time ED for the AVF and its foundation, the AVFF.

BG Strategy Management System

Strategy Map

A dynamic visual tool to describe and communicate your strategy.

The Balanced Scorecard

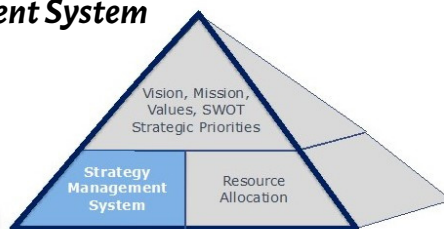
A summary of the perspectives, key objectives, measures, targets, owners, initiatives and resources needed to execute the plan.

Initiatives Tracking System

Active prioritization of initiatives in support of the overall strategy.

Performance Dashboards

A detailed progress report on the initiatives required to achieve the key objectives. A visual status showing progress against the key objectives.



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With a stable operating model and experienced leadership in place, BG facilitated the development of new initiatives to grow membership, diversify sources of income, and generate profitability. Key initiatives included:

- Leveraging intellectual properties by creating a publishing business including a new newsletter, VEIN SPECIALIST, patient education resources, and Pocket Guides for members.
- Revamping the membership benefits portfolio to attract new members and engage existing members.
- Establishing research relationships with national research bodies including the NIH and NHLBI.
- Re-energizing corporate relationships to attract new sources of funding to support AVF educational and research initiatives.



"The American Venous Forum is the pre-eminent society for the diagnosis, treatment, and science of venous and lymphatic disease. With the strong team of Balanced Growth supporting the AVF, we are looking forward to continued growth, and continued improvement in value for our membership."



Harold Welch, M. D.
AVF President

Results and Outlook

Since BG associated with the AVF in mid-2018, the society has increased membership by 35% and improved operating margin by \$400,000. Looking forward, the AVF is in a stable and very strong financial position despite the challenges presented by the COVID-19 pandemic. BG is working closely with the Board of Directors and committees to grow the organization and create value for its members around the world.



American Venous Forum
Promoting venous and lymphatic health



AMERICAN VENOUS FORUM
FOUNDATION
Healthy Veins for Healthy Life



Brajesh K Lal, MD
AVF Past President

"With the capable management and support of Balanced Growth, the American Venous Forum has seen increasing financial and administrative stability and now, growth. It has set the organization on the path to continued leadership in treatment, innovation and training in venous and lymphatic disease."

To find out more, contact: innovate@balancedgrowth.com



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