

Continuous evolution essential for a bright EADV future



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This article is my last update to the membership in my role as EADV President. My two-year term ends at the Congress in Paris in September 2018. They have been two intense, but inspiring, years that have brought their challenges and pressures which lead me to what I would like to share with you below.

First, the remarkable growth of EADV in recent years has revealed the incredible reservoir and think-tank potential of an unmatched multicultural expertise. Enthusiasm and constructive-thinking has been distinct not only in the leadership and growing membership, but also in the staff - many of whom are remarkable, highly motivated and committed employees. If all these different people are able to stay engaged, be proactive and work synergistically to shape the future of our Academy, then that future will be bright: everything is within our reach. EADV should take full advantage of these valuable assets on which to build and further develop!

Second, resistance to even rudimentary change within the leadership is still slowing proceedings somewhat when change was, is and will be essential to keep EADV successful and maintain its modern edge. Sense and reason should prevail, and *focus should return to the implementation and development of EADV into a leading education provider and global advocate for dermatology.* It is my hope that my successor, who has my fullest support, is not confronted with opposition which risks blocking EADV in a way from which it would require years to recover and would risk preventing it from taking its place as a really professional

top-level association. Emphatically, there must be an end to the desire for the comfort-zone feeling and the desire for privilege by some of us. Those trappings that might have been things of the past have no place in the contemporary world. *This is not how we run our practices and departments - and this is not how to run a successful Academy.*

Challenging ourselves

I reiterate, the Board is the parliament or the main discussion body: to approve strategic vision and initiatives, to assess restructuring opportunities, to verify and approve results and the progress of defined projects and reports by the EC and other bodies. The Board should not be there to micromanage. Anything Board-ratified is for the Executive Committee (EC) and other committees or working groups to fine-tune only and implement in close collaboration with the CEO and the heads of departments. The latter are in turn directly responsible for the strategy implementation and all operations providing regular feedbacks and reviews.

I would summarise the last two years' milestones as follows:

1. **EADV's remarkable growth:** 31 years ago, 21 founding members laid the basis with their visionary dream. EADV is now a medium-sized enterprise comprising 36 employees, and 6500 members from more than 200 countries. There are 48 delegates representing 36 European countries and 13 permanent committees. Our Academy has evolved into an association with an impressive number of educational activities providing support for sustainable projects in

MISSION STATEMENT

We are dedicated to advancing patient care, education and research in the field of dermatology and venereology by providing a unique platform to bring people together and share ideas.

VISION STATEMENT

EADV is the leading community to further the knowledge of health professionals and advocates in the field of dermatology and venereology.



developing countries and as advocate for dermatology at the European level. Despite these successes, certain fundamental things were missing, such as a clear strategy. In addition, despite the vast workload and growth in staff, an assessment of the functioning and processes had never been compiled. Doing nothing was not and is not an option. There are so many famous-but-fallen industry leaders whose demise can be irrefutably and directly linked to their inability to develop strategy and renew themselves. *Continuous adaptation is crucial and complacency must never again be entertained.*

2. Driving and shaping the new Academy:

EADV must be maintained as a professional organisation always aiming at the leading position in Europe. A consolidation of its success and anticipation of new emerging dangers as well as awareness of the constant changes in the surrounding landscape should be best and wisely addressed from a position of strength rather than as a result of necessity. My priority has been to make the leadership and membership aware of change and this translates into two major areas of specific actions:

a) The elaboration of a vision and mission statement as well as with the definition of 6 strategic areas of development: (i) ensure the growth of the membership base; (ii) optimise EADV events including further development of networking activities outside Europe to seize positional opportunities for EADV as a global player; (iii) improve the effectiveness, flexibility, and efficiency

of our organisation; (iv) position EADV as a leading education provider; (v) maintain profitable growth with a solid financial basis; and (vi) establish partnerships and collaborations with various stakeholders, including policy-makers, patient and nurse associations, national and international societies, as well as having a transparent and constructive relationship with industry.

b) The performance of an in depth critical reassessment of EADV's organisation by an external consultant showed us the importance of a new structure and how to dispense with the large amount of work still of a manual nature. This was achieved through better clarification and definition of staff roles and responsibilities, identification of the areas where processes needed adaptation and support by appropriate and fully integrated IT tools and software programmes. Increased staff motivation and job satisfaction should also be achieved as important goal.

Ensuring the right balance

A continued systematic approach to consolidation of the new organisation is essential to a successful EADV future. Governance will need to be based on the new statutes, which were also an important achievement in 2017, and from which *new internal rules need to be drawn up to cater for proper, faster decision-making, and improved response, coordination and supervision of projects.* The current rules slow EADV's progress and are painful, major weaknesses in the organisation and clutter day-to-day operations. As *physicians too, Board members lack the*

time and specific expertise to devote the thought needed for project implementation or budget questions and so on. Let us concentrate rather on the global picture and key strategic goals and let experts in their field look after administration. The right balance between the centralisation of decision-making (EADV Board and EC following the strategic initiatives) and decentralisation of those decisions with the CEO, department heads and staff, needs to be found to ensure implementation and follow-up, with regular feedback and input from both sides allowing adjustment or innovation when necessary.

Dear members, it has been an honour to serve you. The role of President is challenging and sometimes difficult, but I have embraced both enthusiastically and have enjoyed the term of office you gave me. I wish all the best to you and EADV for a bright future.

I wish my successor, Prof Carle Paul, as well as the EC and Board members, an enjoyable and efficient collaboration in the service of EADV. ●

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EADV President (2016-2018)

1 EADV's mission and vision statements

2 EADV Executive Committee members