

STEVE MADDON, MBA



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Open to Global Relocation

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/stevemaddon

CHIEF EXECUTIVE OFFICER

FOCUS: PUBLIC & PRIVATE HEALTHCARE / HOSPITAL COMPANIES

ENHANCING SERVICE DELIVERY AND PATIENT EXPERIENCE BY LEVERAGING STRONG HEALTH CARE NETWORKS

EXECUTIVE SNAPSHOT

C-Level Health Leader with 18+ Years of Verifiable Operational, Financial, and Administrative Success
Executive Leadership in Private and Public Health Sectors
Solutions Strategist — Growth Driver — Change Agent
Oversight: \$65M P&L, 64 consulting practices and 350+ staff
Consistently Meeting and Exceeding Set Hospital KPIs
Launching Customer Service and Quality Standards
Empowering People via Change Management
Master of Business Administration (MBA)



HEALTHCARE LEADERSHIP MILESTONES

GENERATED \$65M ANNUAL PATIENT REVENUE, via effective management of 64 consulting practices at St. Vincent's Private Hospital East.

CAPTURED \$48M REVENUE (\$16M P.A.), by securing 3-year ACT health contract at Calvary John James Hospital.

HELPED TURN AROUND \$1.5M ANNUAL LOSS TO BREAK-EVEN WITHIN 12-MONTH PERIOD, by steering operational and financial improvements at Hurstville Community Private.

OPERATIONS MANAGEMENT—GROWTH OPTIMISATION —STRATEGY DEVELOPMENT—CHANGE LEADERSHIP

VALUED STRENGTHS

- o Business Operations Management
- o Healthcare Consulting & Advisory
- o Multi-Stakeholder Engagement
- o Strategy Development & Execution
- o Clinical Leadership & Guidance
- o Process & System Improvement
- o Metrics Management (KPIs/SLAs)
- o Change Management Leadership
- o Policy Design & Development
- o Portfolio Management
- o Patient—Client Alliance Building
- o Team Building & Leadership

CAREER PERFORMANCE

ST. VINCENT'S PRIVATE HOSPITAL ● MELBOURNE & KEW, VIC ● 2010 – PRESENT

St Vincent's Private Melbourne is a not-for-profit, private Catholic hospital.

CHIEF EXECUTIVE OFFICER (CEO) – EAST MELBOURNE AND KEW (2015 – PRESENT)

CHIEF EXECUTIVE OFFICER (CEO) / DIRECTOR OF NURSING (DON) – MELBOURNE (2010 – 2015)

Brought on board to drive overall planning, direction, and coordination of daily operations while leading strategic development initiatives necessary for sustainable growth and profitability. Maintained best-in-class quality of patient care, creating positive and productive workforce culture, setting standards of operational excellence, enforcing health and safety compliance measures, building strong healthcare alliances, and delivering strong financial performance.

- **Produced \$65M annual patient revenue and \$3M annual rental** through effective management of 64 consulting practices collocated at East Melbourne while driving admission growth via successful theatre utilisation across all groups and bolstering specialties of Breast Surgery, Plastics and Reconstructive Surgery, Oncology and Rehabilitation by aggressively recruiting highly trained surgeons.
 - o **Generated \$3.6M patient revenue** after recruiting and onboarding 21 new visiting medical practitioners for both East Melbourne and Kew.
 - o **Added \$2.7M patient revenue** by supporting and growing high-potential Visiting Practitioners.

- **Overcame critical challenge of utilising 7.1% agency staff against 2% budget** by developing comprehensive workforce plan (planning, monitoring, reporting) that resolved budget and resource constraints.
 - Drove agency rate reduction from 7% to 2.1%.
 - Bolstered EN ratio from 5% to 25%.
 - Achieved labour rate reduction of 15%.
- **Boosted net promoter score (NPS) from 65 to 76** by planning, developing, and implementing Customer Service Standards across all private hospitals that ensured superior patient experience.
- **Drove operational growth and profitability with zero hospital interruption** by leading successful completion of million-dollar expansion projects via multi-stakeholder collaboration, project communication, and cost control.
 - **Led on-time and below-budget completion of East Melbourne \$8.5M Level 5-expansion project**—relocating Day Oncology, Urodynamic Studies, Sleep Studies, and Day Rehabilitation—expanding Inpatient Rehabilitation from 17 to 24 beds and Day Oncology from 5 to 8 chairs.
 - **Steered timely build-out of Kew’s 5th theatre and drove seamless transition of 40 Hand surgery sessions** from Fitzroy Campus while enabling development of robotic surgery at Fitzroy.
- **Cut surgical costs by 50%** by designing and implementing Butterfly system (electronic preference cards for surgical procedures)—serving as Executive Sponsor in partnership with an external IT company.
- **Generated 7.5% staff engagement improvement** (Gallop Survey) after spearheading “open door” policy that allowed employee engagement across all levels through regular open forums and departmental walk tours.
- **Optimised skill mix reduction from 95% RN to 75% RN** by devising Graduate Enrolled Nurse Program and transitioning to Acute Care Program for Enrolled Nurses.

OPERATIONAL AND FINANCIAL RESULTS:

\$65M Annual Patient Revenue

\$3M Annual Rental

East Melbourne YTD Admissions by 3.1%

East Melbourne YTD Revenue by 2.1%

Kew YTD Admissions by 21.6%

Kew YTD Revenue by 16%

Work Hours per Patient Day (WHPPD) YOY
FY18: 14.38 Actual Versus 15.37 Budget

CALVARY JOHN JAMES HOSPITAL ● CANBERRA, ACT ● 2005 – 2010

Largest private 155-bed hospital in ACT providing surgical and medical services, maternity, and rehabilitation services.

CHIEF EXECUTIVE OFFICER (CEO)

Offered CEO role to accelerate growth by directing day-to-day administrative, financial, and healthcare operations. Developed and implemented strategic vision, patient-centric policies, quality measures, and safety practices to ensure long-term success. Oversaw 350+ medical staff (direct/indirect) and \$100M+ budget while continually interfacing with senior management team to ensure alignment of all operational and financial goals (KPIs).

- **Transformed hospital’s underperforming operational and fiscal performance due to unproductive workforce** by developing financial strategies, spearheading cross-functional trainings (Middle Manager Development Program), promoting open communication lines between staff and management, and enforcing strict accountability.
 - **Attained Best Practice Australia’s Staff Engagement Survey from “Culture of Blame” to “Culture of Ambition.”**
- **Boosted operational EBITDA to 61%** by streamlining operational structures, processes, and procedures (WHPPD, skill mix, agency usage, supply costs, etc.) that enabled superb service delivery to both private and public patients.
- **Secured 3-year multimillion-dollar contract with ACT Health** to manage all elective hip and knee surgeries previously handled by Canberra Public Hospital.
 - **Generated \$48M revenue (\$16M per year)** from 2011 to 2013 for Calvary John James Hospital.
 - **Reduced Length of Stay (LOS) from 10-14 days to 5-7 days** while maintaining smooth patient transition from Canberra Public Hospital to Calvary John James Hospital.
- **Reduced labour costs from 63% to 57%** by spearheading successful hospital-wide organisational restructure.
- **Maintained superior facility standards** after securing active commitment with John James Foundation (landlord) to reinvest in the hospital facility (refurbishment).

CALVARY NORTH ADELAIDE HOSPITAL ● ADELAIDE, SA ● 2002 – 2005

A private, not-for-profit Catholic hospital in North Adelaide.

DIRECTOR OF NURSING (DON)

Recruited as key member of the Senior Management team to oversee fast-paced clinical services operations comprising records management, quality and safety control, risk management, patient relations, training and development, infection control, and allied health. Monitored staff's KPI performance, developed robust operational procedures and practices, built alliances (internal and external), and maintained efficient service delivery of services.

- **Hit all set workforce KPIs and WHPPD targets** by establishing high-performing, collaborative, and metrics-driven Middle Management team via intensive mentoring sessions, strict weekly KPI monitoring, clear strategy development, and transparent annual review planning.
 - **Enhanced RN/EN/AIN ratio from 95% RN to 70% RN.**
 - **Minimised employee leave from 4.6% to 3.5%.**
 - **Sustained all leave balances within company policy.**
- **Orchestrated successful completion of 30-year delayed Medical Oncology Ward Refurbishment project valued at \$50M—on time, within budget**—after securing business case approval from the Board.

EXECUTIVE RESULTS:

Middle Management Team Positive Cultural Transformation

Culture of Ambition (2006)



Culture of Blame (2002)

Best Practice Australia Staff Engagement Survey

HURSTVILLE COMMUNITY PRIVATE HOSPITAL ● HURSTVILLE, NSW ● 2000 – 2002

South Sydney's premier private health facility providing acute surgical, maternity, and medical services.

DIRECTOR OF NURSING (DON)

Recruited to restore operational effectiveness and financial stability by serving as key member of Senior-Management team. Led 150+ staff (direct/indirect), controlled \$30M+ budget, and reported directly to CEO while maintaining superior delivery of all nursing, clinical, and hotel services based on set budget requirements.

- **Helped turn around \$1.5M annual loss to break even within 12-month period** by steering operational, financial (laundry outsourcing), and structural improvements (refurbishing and new medical ward opening).

EARLY CAREER:

ASSISTANT DIRECTOR OF NURSING,
ST. VINCENT'S PRIVATE HOSPITAL

ASSISTANT DIRECTOR OF NURSING,
SYDNEY PRIVATE HOSPITAL

CREDENTIALS

Graduate Certificate of Leadership and Catholic Ethos, Australian Catholic University

Master of Business Administration, University of New England

Graduate Diploma of Business Administration, University of New England

Graduate Certificate in Health Management, University of New England

Graduate Certificate in Critical Care Nursing, The NSW College of Nursing

General Nursing and Obstetric Certificate, The NSW College of Nursing

Professional Registration: AHPRA Registration NMW

SPEAKING ENGAGEMENTS

Invited Speaker to TEDGlobal 2018, 2017 & 2016

World Economic Forum

The Australian Hospital Executive Council

Resume Strategy:

For healthcare operations (hospitals) failing to thrive, Steve was the secret sauce to success. Throughout his 18+-year career in healthcare operations and multi-specialty practice administration, Steve had become known for saving weak enterprises and reviving declining revenues and profits by mainlining efficiency and control into systems, processes, and policies.

Starting Steve's resume with the WOW, I positioned his executive value in a call-out box on the left to instantly capture the reader's attention. I followed that with a strong call out-box including Steve's top leadership milestones.

I introduced Steve's various positions with influence and leaped straight into his significant and relevant career achievements with call-out boxes on the right of each page to intrigue the reader and inspire interest. Overall, Steve's resume was bursting with compelling successes that set him apart from his competition. I used a soft green throughout his design resume with subtle (and not-so-subtle) tones and font colour to draw the reader's eye to Steve's value and career successes.

Steve was delighted with his new resume and received a lot of positive feedback from recruiters and hiring managers on the content and design. He was selected for 8 interviews within the first week of using his new CV, was offered 3 jobs and ultimately accepted an executive position with a \$30K increase in salary.

Please Note: This resume was written for the Australian market; therefore spelling, dates, and acronyms, are in line with relevant standards. The format was kept at A4 sizing, and content has been fictionalised to protect client privacy.