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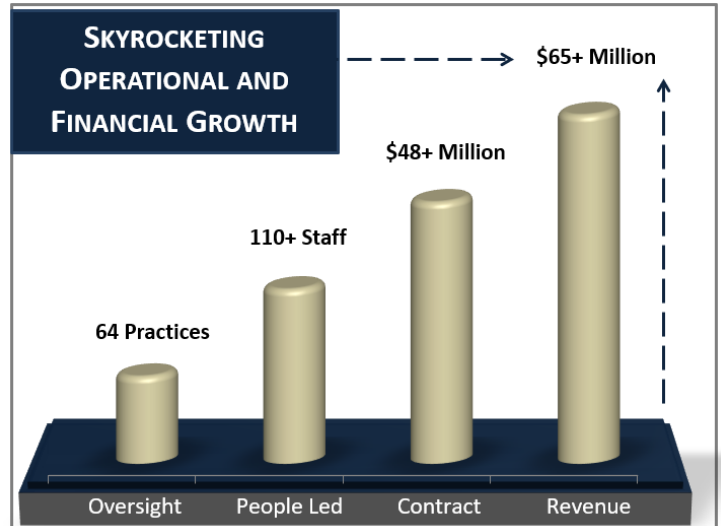
CHIEF EXECUTIVE OFFICER | EXECUTIVE DIRECTOR

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 & 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



OPERATIONS MANAGEMENT ■ GROWTH OPTIMISATION ■ STRATEGY DEVELOPMENT ■ CHANGE MANAGEMENT

VALUED STRENGTHS

- Business Operations Management
- Healthcare Consulting & Advisory
- Multi-Stakeholder Engagement
- Risk & Compliance Management
- Negotiations & Presentations
- P&L / Budget / Cost Control
- Clinical Leadership & Guidance
- Patient - Client Alliance Building
- Process & System Improvement
- Change Management Leadership
- Policy Design & Development
- Portfolio Management
- Metrics Management (KPIs/SLAs)
- Strategy Development & Execution
- Team Building & Leadership

HEALTHCARE LEADERSHIP OVERVIEW & MILESTONES

GENERATED \$65M ANNUAL PATIENT REVENUE VIA EFFECTIVE MANAGEMENT OF 64 CONSULTING PRACTICES AT ST. VINCENT'S PRIVATE HOSPITAL EAST MELBOURNE.



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 HOSPITAL.

CHIEF EXECUTIVE OFFICER / DIRECTOR OF NURSING

CHIEF EXECUTIVE OFFICER

DIRECTOR OF NURSING

DIRECTOR OF NURSING

ASSISTANT DIRECTOR OF NURSING

ST. VINCENT'S PRIVATE HOSPITAL, MELBOURNE AND KEW

CALVARY JOHN JAMES HOSPITAL, CANBERRA

CALVARY NORTH ADELAIDE HOSPITAL, ADELAIDE

HURSTVILLE COMMUNITY PRIVATE HOSPITAL, HURSTVILLE

ST. VINCENT'S PRIVATE HOSPITAL, DARLINGHURST

CAREER PERFORMANCE

ST. VINCENT'S PRIVATE HOSPITAL ■ MELBOURNE AND KEW, VIC ■ 2010 – PRESENT

St Vincent's Private Melbourne is a not-for-profit, private Catholic hospital. With 500+ registered beds, more than 53,000 admissions per year and more than 2500+ staff across four hospitals, St Vincent's Private Melbourne, are one of Melbourne's busiest and biggest acute care hospitals. The group includes 4 hospitals at Fitzroy, East Melbourne, Kew and Werribee.

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.
 - **Generated \$3.6M patient revenue** after recruiting and onboarding 21 new visiting medical practitioners for both East Melbourne and Kew.
 - **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, and 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 by 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, Urodynamics 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%** through 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, special care nursery, 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 continuously 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" (2009) to "Culture of Ambition" (2013).**
- **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.
- **Automated admission process (paper to electronic transition) with 95% acceptance rate** after steering successful system roll out to all surgical and maternity patients.
- **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

Recruited as key member of the Senior Management team to oversee fast-paced clinical services operations encompassing 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, build alliances (internal and external), and maintain 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 Personal 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.

*Middle Management Team
Positive Cultural Transformation*

Culture of Ambition (2010)



Culture of Blame (2008)

*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

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).

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

CREDENTIALS

Graduate Certificate of Leadership and Catholic Ethos, Australian Catholic University, 2012

Master of Business Administration, University of New England, 2005

Graduate Diploma of Business Administration, University of New England, 2001

Graduate Certificate in Health Management, University of New England, 2000

Graduate Certificate in Critical Care Nursing (Cardiothoracic), The NSW College of Nursing, 1998

General Nursing and Obstetric Certificate, The West Coast School of Nursing, Greymouth, New Zealand, 1987

Professional Registration: AHPRA Registration NMW