

# STEVE MADDON, MBA

## CHIEF EXECUTIVE OFFICER

FOCUS: PUBLIC, PRIVATE, AND ASX-LISTED ORGANISATIONS

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Open to Global Relocation

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### ENHANCING SERVICE DELIVERY AND PATIENT EXPERIENCE THROUGH WORLD-FIRST TREATMENTS & SERVICES

#### EXECUTIVE SNAPSHOT

##### C-Level Health Leader:

Solutions Strategist — Growth Driver — Change Agent.

##### Career-defining Brands:

MoleScan, Smiles for Miles, Healius and Gobal Smiles Group.

**Oversight:** \$558M P&L, Multi-site Operations: to ~100.

**Leverages modern technology/AI/machine learning** to boost capability and innovate service delivery while delivering quality care (human interface) in the shift toward commoditisation.

**Leader of leaders** who champions 'people-first/one-team' cultures of empowered individuals.

Positioned MoleScan as trailblazers in world-first skin cancer detection—fusing healthcare and science to develop/launch AI diagnostic technology.

##### Speaking Engagements:

Invited Speaker to TEDGlobal 2018, 2017 & 2016 World Economic Forum.

#### HEALTHCARE LEADERSHIP MILESTONES

**Piloted cross-border, enterprise-wide transformations**, powered exponential growth and long-range sustainability, differentiation and exit strategies and turned 7-figure losses into multimillion-dollar profits for public, private, and ASX-listed organisations.

**Transformed mature organisations into market leaders and declining dental groups into top #4 ranked Australian corporations** and powered turnaround strategies that shifted entire business ecosystems and cultures across large workforces (up to 1000-strong), multiple sites (to 100) and several countries.

**Injected a new healthcare model into the ANZ market**, disrupting the marketplace while addressing unmet consumer needs.

**RAPIDLY SIZES UP THREATS, RISKS AND OPPORTUNITIES AND MAKES APPROPRIATE SHAREHOLDER/STAKEHOLDER TRADE-OFFS.**

**TAKES UNIQUE ORGANISATION MODELS, GAINS BUY-IN FOR A TRANSPARENT, TEAM-BASED APPROACH AND PROMPTLY ADDS TALENT TO ROUND OUT AND RAISE LEADERSHIP SKILLS AND HUMAN CAPITAL ACROSS COMPANIES.**

#### CAREER PERFORMANCE

##### MoleScan • Sydney, NSW & Auckland, NZ • 2021 – CURRENT

*Leading skin cancer detection, diagnosis, and skin mapping service. 50+ clinics in Australia and 50 across New Zealand.*

##### CHIEF EXECUTIVE OFFICER (CEO) – AUSTRALIA & NEW ZEALAND (ANZ) – PRIVATE EQUITY (PE) FIRM

P&L Responsibility: \$27M | Manage 6 Direct & 120 Indirect (Staff/Practitioners) | Report to the Chairperson of the Board

Hired to scale and diversify ANZ business (100 clinics). Redesigned the business ecosystem for growth and created a 3-year strategy in preparation for a PE exit. Led the development and commercialised a world-first AI cancer prevention, detection, diagnosis, and treatment service. Headed 'sweeping' 'all functions' company-wide transformation from workplace culture to stakeholder relationships and finance/asset management to Human Resources. Shifted revenue stagnation after refocussing vertical priorities for rapid/high returns, scaled Australia and New Zealand business, grew Australian market share footprint, and reversed \$1M in COVID-19 pandemic-sparked EBITDA losses to \$2.1M profit in the first 12 months.

##### Turned \$1M+ in Pandemic-sparked EBITDA Losses – into \$2.1M EBITDA Growth in First Year FY2022

- **Authored—and executed—a 'whole-of-organisation' strategic growth and brand reinvention plan** (commended by the Board as evolutionary/transformational) involving commercialising MoleScan patented AI technology, diversifying revenue streams/new verticals and bringing surgical services into the firm's business model. Also prepped business for liquidity.
  - Fuelled organisational redesign, instituted operational solutions, and invested in key people—including MoleScan's first-ever Chief of People, to drive staff engagement and enterprise growth as #1 priority.
  - Introduced new business verticals and merged Medicare services into offerings aligned with the introduction of GPs.
  - Skyrocketed top-line net revenue by 41% and Australia's customer base by 24%+ in first year FY2022.
  - Raised ANZ patient base by 7% in FY2022 while navigating the covid-19 endemic.
  - Launched 4 new MoleScan clinics in FY2022—on track to open another 8 new surgical centres in FY2023.
  - Acquired NZ-based Cornerstone cancer surgical clinic and Skinspots (increased 4 sites and 20 healthcare professionals). Led negotiations and post-acquisition integrations to champion a 'one-team' culture.
  - Piloted creation, commercialisation, and launch of world-first Kāhu A.I. skin cancer prevention, detection, diagnosis, and treatment service (AI diagnostic technology solution).

- **Activated catalyst for business evolution**, heading the ANZ-wide switch from multiple business banking lenders to a sole provider. Raised EBITDA to debt covenant from 1.5 x to 2.5 x and negotiated debt refinance plus \$5M multi-currency facility. Further gains:
  - Secured \$1M loan facility.
  - Garnered acquisition funding to support growth.
  - Reduction in transactional costs by 24%.
  - Improved EBITDA by a further \$250K.
- **Distinguished MoleScan in the fast-rising \$200B health services market** as the #1<sup>st</sup> holistic skin provider across ANZ to leverage healthcare, science and AI technology in skin cancer prevention, detection and treatment.
 

Brought in/initiated/launched:

  - Nurse-led surveillance, telehealth dermatologist diagnoses and doctor-led surgical treatment.
  - New GP-led service model to complement nurse-led and dermatologist telehealth verticals.
  - Strategic implementation of AI-driven diagnostics (+ C-suite mentoring) to support skin cancer prevention pathways.
  - Re-engineered the business to lead the enterprise-wide shift from a diagnostic support model toward a holistic patient-centric healthcare provider.
- **Revived flatlining post-COVID revenue, reversed \$1M in pandemic-sparked EBITDA losses and positioned MoleScan for long-term evolutionary growth trajectory in preparation for private equity (PE) exit**—as the catalyst behind MoleScan's Sustainability Improvement Strategy.
  - Devised and executed a Board-applauded 3-year strategic plan featuring AI-driven nurse-led, Telehealth dermatology and GPs providing accessibility and scale—notably provisioning skin health in rural and regional areas.
  - Powered multiple business ecosystem initiatives, from introducing and accelerating digital chains to devising MoleScan's new PR awareness strategy, building and nurturing stakeholder relationships through industry and advocacy networking and collaborating with the COO to enhance operational effectiveness.
  - Saved \$2.4M in cost-out reductions in year 1 with zero negative impacts on patient care while raising revenue 41%.
  - Restructured the top-heavy support office. Garnered \$2.1M EBITDA growth in the first 12 months.

### Smiles for Miles (ASX: SFM) • Australia (Sydney, NSW & Brisbane, QLD) • 2020

*A pioneering dental service organisation (part of Smiles Inclusive Limited) providing corporate services (backend administration staffing, governance). With 50+ practices nationwide, Smiles for Miles delivers oral healthcare services across Australian communities.*

#### CHIEF EXECUTIVE OFFICER (CEO) + MANAGING DIRECTOR (MD) OF THE BOARD

P&L Responsibility: \$58M | Managed 6 Direct & 420 Indirect (Staff & Practitioners) | Reported to the Chairman of the Board

Headhunted for critical rescue mission complicated further by forced closure due to COVID-19 pandemic—to stem business bleed (YOY, multimillion-dollar losses), stabilise geographically-dispersed operation (50+ practices) and reverse revenue decline—for the pioneering, high-potential organisation. Rapidly devised and executed turnaround strategy for failing, 3-year-old start-up across core functions of leadership, governance, systems, and culture—without compromising patient care.

#### Turned \$20M+ Yearly Losses into Profit Generation — On Track for \$5M EBITDA in First Year

- **Stabilised failing operation—after former CEO's rapid desertion—and positioned Smiles for Miles for successful acquisition.**
- **Earned Board and multi-stakeholder buy-in for critical, whole-of-organisation Sustainability Improvement Strategy (1-, 3- and 5-year) while piloting uncharted territory of COVID-19-influenced forced closures across 50+ practices nationwide.**

#### Highlights of the Sustainability Improvement Strategy containing the COVID-19 Recovery Plan included:

Scale-empowering, organisational restructure (SOPs, performance improvements, resource distribution, cost reductions, workforce consolidation), supply chain planning, divestment of non-core assets, stakeholder engagement, assembled clinical advisory committee, property/portfolio simplification, strategic partnership with GEM (FMCG dental brand) to meet evolving consumer needs in organic, sustainable oral health products, launch of mobile dentistry unit, introduction of well-being assistance program, brand reform, launch of Voice of the Customer (VoC) plan, property lease consolidation.

- In first 4 weeks as CEO—turned \$3M monthly EBIT loss—into EBITDA of \$5.6M and EBIT of \$2.4M in 12 months.
- Cut HQ costs from \$7M to \$3M via organisational redesign. Worked with COO to ease labour costs from 30% to 22%.
- Halved consumables spend from 8% to 4% after working with the COO to analyse the supply chain. Grew top-line revenue 3%—despite the COVID-19 pandemic—without compromising on quality.
- **Built a united, performance- and patient-focused culture—via a servant-leadership approach—pushing beyond the transactional aspects of management and energetically seeking to develop an organisation's biggest asset—its people!**
  - Improved employee satisfaction from -5 to +68 across all areas of the business in the first 6 months.
  - Created and implemented a new strategic growth plan.
  - Designed a strategic People and Culture framework underpinning overarching growth and operational effectiveness strategy, including live 360-degree feedback from customer segments, dentists, employees, and customers.
- **Elicited \$8.5M in capital investment to fuel growth strategies and boosted brand profile after championing and leading an 8-week capital raising roadshow**—meeting, pitching to and negotiating with over 20 potential partners.

## Healius (ASX:HLS) (formerly Primary Health Care) • Sydney, NSW • 2013 – 2020

Leading Australian healthcare company working through an expansive network of multi-disciplinary medical and dental centres resulting in 8M GP visits and 3M diagnostic imaging consultations.

### CHIEF EXECUTIVE OFFICER (CEO) – PRIMARY DENTAL (2017 – 2020)

P&L Responsibility: \$68M | Managed 6 Direct & 1K Indirect Reports across 62 Centres | Reported to the Group CEO

Recruited to turn around the rapidly declining dental business. Progressed throughout the organisation to improve growth and sustainability while invigorating business through strategic plan execution. Sustained and raised revenue and EBITDA.

#### Turned Around Declining Business to Rank #Top 4 in Australia – Generated Millions in Revenue & Cost Savings

- **Disrupted dental industry with first-of-its-kind innovation model, SwiftQ Dental fixed price service model.**
  - Propelled business from significant decline to Top 4 dental provider.
  - Generated 18% YOY growth for 3 years as CEO.
  - Grew CAGR billings growth 5%, from \$51.3M in 2016 to \$68M in 2020. Increased fee per patient 20%.
  
- **Garnered \$6M in savings while driving \$4M in top-line growth in year 1.** Completed strategic organisational design to realise savings. Created and executed a plan for new market disruptors within the industry.
  
- **Created 5-year horizon growth and transformation plan to turn the business around and sustain growth.**
  - **FY16 – FY17:** Built framework and foundation for organisational growth, including operational effectiveness strategy, FTE Dentist increases, brand awareness improvements (industry and consumers), centre expansion, SwiftQ Dental and execution plans, and HR strategy for people engagement.
  - Built an agile leadership team capable of responding rapidly to market/business shifts by building solid connections with stakeholders/staff and equipping leaders to detect threats and opportunities and lead through change.
  - **FY18 – FY19:** Strengthened corporate value proposition, introduced digital platforms and clinical pillars for revenue growth and retention, expanded staff education programs to succession planning, piloted technology systems, and commenced SwiftQ Dental ideation and plan.
  - Increased dentist retention to 95% and fee per hour ready for expansion. Realised YOY top-line growth of 6.8% CAGR over 5 years and margin improvement of 25% to 26%. Elevated EBIT from \$7.3M in 2017 to \$9.3M in 2019.
  - Enabled increased surgery utilisation to meet growing demand generating returns of 17% after designing and executing a dental refresh and expansion program across 8 practices.
  - Cut repairs and maintenance (R&M) spend 50% after strategic review, inspiring a cost-attentive culture, bringing in service fee criteria, consolidating/substituting suppliers, re-engineering processes, and elevating sign-offs.
  - Built relationships to secure first-mover advantage as Afterpay's #1<sup>st</sup> healthcare partner. Rolled out Afterpay's Buy Now Pay Later (BNPL) payment solution nationwide in 30 days and generated \$2M+ billings in the first 12 months.
  - **FY20:** Increased revenue and sustained business, taking it to the next maturity phase; Launched SwiftQ Dental, expanded internally, and commenced digital strategy.
  
- **Selected to lead the Sustainability Program driven by McKinsey** for a cost-out program while maintaining employee engagement and continued growth.
  - Headed transformation for medical and dental centres. Tasked with an organisational review, revenue growth opportunity identification and automating support divisions.
  - Achieved \$14M in savings across Medical and Dental Centres in 8 months. Exceeded cost-out target by 4 months.
  - Maintained budgeted growth of 6.8%.
  
- **Redesigned and executed new operating models** for medical and dental businesses.
  - Initiated and redesigned the shift from a multilayered hierarchical structure to a flat organisational structure.
  - Drove the design to scope, build and execute an aggressive execution plan for organisational structure redesign.
  - Delivered a 3-year execution plan through a bottom-up staged approach, including consolidation of subdivisions, support functions and new end-state target operating model (TOM) design.

## CHIEF OPERATIONS OFFICER (COO) – HEALIUS MEDICAL CENTRES (2013 – 2020)

P&L Responsibility: \$558M | Managed 6 Direct & 3K Indirect Reports across 95 Centres | Reported to the CEO

Held dual role simultaneously as CEO and COO of Primary Dental of Healius Medical Centres.

### Redesigned Organisational Structure – Low-cost, High-volume Model to Consumer-centric & Growth-driven Model

- **Developed new organisational structure** after completing discovery phase to learn current state of business. Performed pilot phase of strategic initiatives, resulting in:
  - Reduced labour as a percentage to billings from 14% to 12% after developing a strong cost management culture.
  - Halved consumable costs by initiating and leading supply chain negotiations and RFP tenders.
  - Elevated performance of GP lump sum contracts and ongoing operational leverage while reducing performance risk.
  - Reduced patient wait times 12%. Uplifted doctor fees 8%.
  - Boosted and retained dentist retention to a record 95% (2020), increasing from 79% in 2020.
  - Reduced and maintained dental staff turnover to an all-time low of 18% in 2013 compared to 75% in 2020.
  - Won board support to proceed with full organisational rollout.
- **Launched urgent care clinics in medical centres**, evolving the medical centre model and diversifying, moving from ideation to execution and forging strategic partnerships with state governments.
- **Conducted complete strategic organisational redesign** to fix operational and administrative inconsistencies and break down hierarchical management across 95 sites—moving to a local empowerment model.
  - Strengthened overall top-line performance across centres, varying from 20% to 44% improvement—and achieved budget for the first time in 5 years.
  - Flattened organisational structure. Removed 52 roles and changed 22 reporting lines.
  - Implemented 1 operating model across the entire framework, removing 4 previous models.
- **Developed proprietary dashboard metrics program, THRIVE**, now implemented throughout the whole of business to improve employee engagement, streamline executive communications, and build relationships across the organisation.

## Global Smiles Group • Sydney, NSW • 2006 – 2013

*Dental group operating Global Smiles Dental Care Centres throughout Australia.*

### OPERATIONS MANAGER & RELATIONSHIP MANAGER

Budget Responsibility: \$26M | Managed 20 Direct & Indirect Reports | Reported to the COO

Appointed to provide operational management and support process improvement to drive regional improvement for newly established dental centres.

### Launched 10 New Dental Sites – Powered Business Turnaround

- **Opened 10 greenfield sites.** Drove profitability and met budgeted targets.
  - Achieved 10% growth within locations.
  - Aligned sites to operational framework.
- **Transformed organisational, and operational effectiveness.**
  - Improved profit 15%.
  - Drove operational alignment through the implementation of a consistent operating platform.
  - Introduced continuous improvement practices to achieve a proactive approach.
- **Produced business turnaround from decline to 24% profitability** by creating and implementing strategic organisational design, systematically analysing problems, and identifying trends to devise a course of action.

### BOARD APPOINTMENT:

Board Member,  
Australian Orthodontic Centres,  
2008 – CURRENT

### CREDENTIALS

Graduate Certificate of Leadership and Catholic Ethos, Australian Catholic University

Master of Business Administration (MBA), University of New England

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

Professional Registration: AHPRA Registration NMW

## Resume Strategy:

For healthcare operations (hospitals) failing to thrive, Steve was the secret sauce to success. Throughout his extensive 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 (in compliance with 2023 TORI requirements), and content has been fictionalised to protect client privacy.*