

# STEVE MADDON, MBA

CHIEF EXECUTIVE OFFICER | EXECUTIVE DIRECTOR

FOCUS: PUBLIC & PRIVATE HEALTHCARE / HOSPITAL COMPANIES

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

## EXECUTIVE OFFERING

18+ Years Executive Leadership in Private and Public Health Sectors (Service Delivery, Clinical Quality, Standards, Logistics, Reporting and Relationships/Partnerships).

Helmed \$8.5M Level 5 Expansion Project for Mater Hospital.

Steered Timely Build-out of Ashfield's 5th Theatre and Drove Seamless Transition of 40 Hand Surgery Sessions.

Oversight at Peak: \$65M P&L, 64 Practices and 350+ Staff.

Master of Business Administration (MBA).



OPERATIONS MANAGEMENT ■ GROWTH OPTIMISATION ■ STRATEGY DEVELOPMENT ■ CHANGE MANAGEMENT

## COMPETENCIES & STRENGTHS

- Business Operations Management
- Healthcare Consulting & Advisory
- Multi-Stakeholder Engagement
- Risk & Compliance Management
- P&L / Budget / Cost Control
- Clinical Leadership & Guidance
- Patient - Client Alliance Building
- Change Management Leadership
- Policy Design & Development
- 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 North Shore Private.

Captured \$48M revenue (\$16m per year), by securing 3-year VIC Health contract at Mater Hospital.

Helped turn around \$1.5M annual loss to break-even within 12-month period, by steering operational and financial improvements at Mater Hospital.

## CAREER PERFORMANCE

**NORTH SHORE PRIVATE HOSPITAL ■ ST LEONARDS, NSW ■ 2010 – PRESENT**

*A not-for-profit, private hospital, with 500+ beds, 53K+ admissions per year and 2.5K+ staff across two hospitals in St Leonards and Ashfield in New South Wales.*

### CHIEF EXECUTIVE OFFICER (CEO) - NORTH SHORE PRIVATE AND EAST SYDNEY PRIVATE HOSPITALS

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.

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KEW, VIC ■ 0459 604 815 ■ STEVEMADDON@BIGPOND.COM ■ LINKEDIN PROFILE URL

- Produced \$65M annual patient revenue and \$6M annual rental** through effective management of 64 consulting practices collocated at St. Leonards. Drove admission growth via successful theatre use across all groups and bolstering specialties of Breast Surgery, Plastics/Reconstructive Surgery, Oncology and Rehabilitation by hiring highly skilled surgeons.
  - Generated **\$3.6M patient revenue** after recruiting 21 new visiting medical practitioners for St Leonards and Ashfield.
  - 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 tactical workforce plan (planning, monitoring, and reporting) that resolved budget and resource constraints.
  - Drove **agency rate reduction from 7% to 2.1%**.
  - Bolstered **Enrolled Nurse 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 Ashfield \$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 9 chairs.
  - Steered **timely build-out of Ashfield’s 5<sup>th</sup> theatre and drove seamless transition of 40 hand surgery sessions** from Sydney Campus while enabling development of robotic surgery at Sydney.
- Cut surgical costs by 50% (\$1M+)** 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  
\$6M Annual Rental

St Leonards YTD Admissions by 3.1%  
St Leonards YTD Revenue by 2.1%  
Ashfield YTD Admissions by 21.6%  
Ashfield YTD Revenue by 16%

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

### MATER HOSPITAL ■ NORTH SYDNEY, NSW ■ 2000 – 2010

Private 155-bed hospital providing surgical and medical services, maternity, special care nursery, and rehabilitation services.

### CHIEF EXECUTIVE OFFICER (CEO) (2006 – 2010)

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).

- 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).
- 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.

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- **Transformed hospital's underperforming operational and fiscal performance due to unproductive workforce** by developing financial strategies, spearheading cross-functional training (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).**
- **Secured 3-year multimillion-dollar contract with VIC Health** to manage all elective hip and knee surgeries previously handled by NSW Public Hospital.
  - **Generated \$48M revenue (\$16M per year)** from 2006 to 2009 for the Mater Hospital.
  - **Reduced Length of Stay (LOS) from 10-14 days to 5-7 days** while maintaining smooth patient transition from Victoria's Public Hospital to the Mater Hospital.
- **Reduced labour costs from 83% to 47%** 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).



### DIRECTOR OF NURSING (DON) (2000 – 2006)

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.

### CREDENTIALS

Graduate Certificate in Leadership and Catholic Culture, Australian Catholic University

Master of Business Administration, Griffith University

Graduate Diploma of Business Administration, Griffith University

Graduate Certificate in Health Management, Griffith University

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

General Nursing and Obstetric Certificate, Australian 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 15+-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 on the right including Steve's leadership oversight.

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 blue and 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 2020 TORI requirements), and content has been fictionalised to protect client privacy.



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