

GRANT R. MUDDLE

CHIEF EXECUTIVE OFFICER ~ CHIEF OPERATIONS OFFICER ~ DIRECTOR

Strategic, high-level business focus and a track record for steering growth initiatives in the healthcare sector have characterised performances throughout an achievement-filled career. Assimilate quickly to challenges, identify issues and drivers, build relationships with key stakeholders, and steer greater prosperity through decisive action plans. Considered an expert in developing energetic, high-performance teams that push the limits of excellence through perseverance and commitment, and shaping an impressive centre of influence worldwide.

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|--|----------------------------|--------------------------------|
| ➤ Operations Management | ➤ Revenue Generation | ➤ Organisational Restructuring |
| ➤ Risk Management | ➤ Team Building/Motivation | ➤ Global Operations |
| ➤ Change Management | ➤ Multi-skill Training | ➤ Profit & Loss Accountability |
| ➤ Quality Improvement | ➤ Due Diligence | ➤ Competitive Analysis |
| ➤ Strategic Alliance Building | ➤ Contract Negotiations | ➤ Project Management |
| ➤ Integrated (Corporate & Clinical) Governance | ➤ Cost Containment | ➤ Start-up Operations |
| | ➤ Strategic Management | ➤ Board Management |

Featured Results

- Boosted employee engagement from 3.8 to 4.38 against world's best practice of 4.6.
- Presided over an additional 40% increase in revenue in the second year through new channels.
- Kick started the *New Born* program that created a customer delight factor of 98.7%.
- Produce a shared governance system and organisational structure that boosted accountability.

Operational Excellence

GLOBAL MEDICAL SOLUTIONS

10/2008–Present

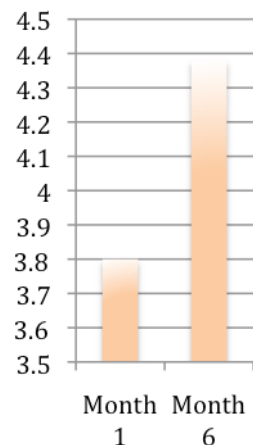
Chief Operations Officer

Report to: GMS Board of Directors. Direct Reports: Project Director, Human Resources Manager, Director of Supply Chain, Chief Financial Officer, Business Development Manager, Executive Assistant. Company: \$800M provider of operations outsourcing, staff recruitment, PR, IS design, quality accreditation and total medical logistics services.

In just six months, increased employee engagement and client satisfaction, won Board approval for nine new business streams and guided the group through the achievement of ISO9000 certification. Cemented the company's growing reputation to score nomination for the *Sheik Khalifa Excellence Award*.

- Resurrected relationship with a major client that had lost confidence in the company. Built a convincing case for change citing rapid advancements that had turned the company around in six months. Client renewed contract without tender and at a 50% increase in value to \$600M.
- Presided over 40% increase in second year revenues, following board buy-in of several clinical needs-based business cases and the introduction of new business streams.
- Boosted employee engagement from 3.8 to 4.38 against world's best practice of 4.6. Reviewed workflows, job descriptions and cross-departmental communications, and introduced employee awards, team-building activities, and succession and career planning. Greater employee participation encouraged improved output and client satisfaction.

Employee Engagement Increase



FOCUSED ON QUALITY AND EFFICIENCY

Operational Excellence

GLOBAL MEDICAL SOLUTIONS, Chief Operations Officer

Continued

- Leveraged contacts across Australia's Queensland Health to introduce UAE Military to best practice models of care, clinical service improvements (Telehealth) and workforce capability.
- Led and championed ISO certification process from concept to final audit in just 11 weeks.
- Partnered with the MSC and Zayed Military Hospital to review and develop JCI policies and delivered a series of streamlined operations that cut labour needs.
- Successfully petitioned Board of Directors for resources to instigate internal changes that would increase employee engagement. Encouraged consultation and collaborative discourse with teams to review and identify procedural gaps, rewrote job descriptions and explained future visions.
- Built compelling business case for the company to step outside traditional channels and generate revenues through programs with a small element of risk. Won green light for continued research into several recommendations including a US\$30M warehouse for medical supply chain with accompanying country program.
- Spearheaded negotiations to establish a diabetes and dialysis centre in collaboration with the Joslyn Centre, and a joint venture for a company specialising in paediatric dentistry.
- Stretched available budget for client disillusioned with service provision. Reviewed manning, established an operational plan, created an engagement program for staff and highlighted areas impeding growth. Action plan increased revenues through new recruits, salary increases, special consulting projects, automated pharmacy, clinical quality, education and patient-centred care.

APOLLO HOSPITALS ENTERPRISES LIMITED, India

11/2005–9/2008

Global Senior Vice President, Operations

(2/2007–9/2008)

Asia's largest healthcare group providing 8000 beds in 41 hospitals, as well as nursing and hospital management colleges, pharmacies and diagnostic clinics. Report to: Executive Director, Operations. Direct Reports: 14 General Managers, 2 General Managers Hospitality, 2 Chief Operating Officers.

Promoted to this newly developed role that presented significant challenges with infrastructure, leadership, accountability issues and governance. Worked closely with medical directors to nurture an environment where clinical excellence flourished.

- Saved \$US750K annually and improved infection control outcomes by capitalising on group-buying power of chemicals used in environmental services, catering and laundry across all facilities.
- Heightened commitment to patient-centred care practices championing respectful, coordinated and efficient transitions between providers, departments and healthcare settings.
- Instituted *Voice of the Customer* surveys and automated the process for categorising and filtering results to benchmark best performing locations. Delivered an 11% increase in customer satisfaction.
- Cut linen costs by 12% via a vendor consolidation initiative to maximise buying power with an exclusive design and brand representing value for money.
- Introduced WOW customer service—a portfolio of services designed to create the “wow” factor by delighting customers with new and innovative ideas. Kick started the *New Born* program across maternity departments that created a delight factor of 98.7%.
- Boosted compliance from 63% to 86% by introducing audit forms for environmental, catering and laundry sites.
- Consolidate brand image by instituting a uniform together with expected grooming standards. Past guest complaints of being unable to identify staff were eliminated.

APOLLO HOSPITALS ENTERPRISES LIMITED, India. **Global Senior Vice President, Operations**

- Developed, presented and distributed the live recording of the *Apollo Way of Customer Service* DVD-based training program along with facilitator handouts to 52000 employees across the group.
- Identified potential branding conflict due to franchise hospital less than 4km from a start-up facility. Following positioning, the start-up brand as *The New Apollo Hospital*, advertising ROI was maximised.
- Profiled the property in a series of CEO and Managing Director targeted road shows across the western expat market. In fewer than six months, 25 corporate agreements had been delivered and the top six insurance companies had approved Apollo Hospitals to provide receive treatment to clients.
- Launched the *Neighbourhood Plan*—a community outreach program providing free health checks to gated communities and cut-rate family registrations.
- Introduced a citywide tie-in campaign with a prominent supermarket chain where information sessions are conducted in-store by specialist doctors. Initiative was an outstanding success, achieving more than 1000 registrations from the Nutrition Week presentations alone.

Director, Operations, Apollo Hospitals Dhaka, Bangladesh

(11/2005–2/2007)

Reported to: Chief Executive Officer. Summary: Presided over all key operational divisions of the hospital, enforced compliance with stringent legislative regulations while maintaining costs and elevating quality standards. Budget: \$US 21M.

Launched an immediate review of systems, procedures and policies to arrest the tide of dissatisfaction in a problem-plagued environment in need of restructure and revitalisation. Through training, build a team and environment that demonstrated renewed competencies and pride.

Within 10 months, outpatient numbers had grown by 280% and inpatients by 378%, and revenues increased by 405%. In just 3 months, food complaints dropped by 30%, food safety handling improved 85%, and customers rated inpatient room cleanliness at 98%.

- Championed a spirit of friendly competition between teams to log the least errors and secure the best satisfaction scores. Improved morale cut employee turnover from 40% to 12% in less than a year.
- Instigated the *Heartfelt Service* program to reward staff for top-flight service performances.
- Joined forces with the CEO to produce a shared governance system and organisational structure that boosted accountability.
- Won buy-in from the CEO to introduce an integrated governance system that melded corporate and clinical governance of the healthcare system.
- Flattened management hierarchy to provide a refined organisational structure.
- Introduced industry-unique concept of mystery shoppers to ensure services remained high quality.
- Delivered project 28% less than original quotation and project managed the fit-out of a library, conference hall, prayer room, 18 consultation rooms and accommodation for 100 beds.
- Emulated the success of the hotel industry by creating Night Duty Manager shifts to provide a single contact point for resolving issues after hours. Initiative circumvented traditional lack of action by administrators and medical personnel outside specific areas of control, and allowed for rapid resolution of complaints by professionals hand-picked for customer service know-how.
- Decreased outsourced contractor costs: 7% for security, 5% for hotel services and negotiated no price rises in the second year.
- Driving force behind the utilisation of \$US600K Picture Archiving Communication System (PACS)—a system for storing radiology images that improved efficiency and reduced administration costs.
- Introduced a paperless system where all notes, prescriptions, tests and results were stored electronically for recall by any doctor with permission to review documentation.
- Launched an RFID system for tagging equipment and staff ID tags—allowing building sensors to locate staff and equipment any time and sound an alarm if equipment was removed offsite.
- Revamped rosters to return an 8% decrease in manning yet greater coverage during peak periods.

AMITY GROUP PTY LTD, Sydney Australia

5/2002–10/2005

Group Manager - Hospitality Services

Company: Leading Australian private aged-care provider with 42 sites across 5 states—the country's only 5-star nursing homes. Reported to Chief Operating Officer. Expense Budget \$30+M. Summary: Managed operational divisions of catering, cleaning and laundry, enforced legislative compliance, conducted audits, reengineered processes, and contained costs.

An embedded culture that spurned the customer-first philosophy in favour of an institutional approach, had led to traditional thinking and leaders rewarded for length of tenure rather than achievement and innovation. The result: properties in poor repair, widespread reluctance to invest in infrastructure and substantial levels of guest complaints surrounding hygiene, laundry, food quality/selection and facilities.

- Headed the launch of the first five-star nursing home in Australia. Project managed logistics, stock ordering and layouts, recruited hotel services staff and devised/outsourced cleaning services.
- Key contributor in management team elected to integrate policy and procedures into new acquisitions and enforce best practice standards and compliance across all facilities.
- Won kudos for transforming bland, unappetising food menus into a restaurant-style quality fare. Food complaints reduced by 70% while reducing grocery expenditures by \$350K via better food choices, a national pricing schedule and preferred vendor accreditation.
- Nominee, 2005 Minister's Awards for Excellence in Aged Care (Food Innovations Category).
- Produced wage savings of \$230K annually—re-working rostering and efficient resource allocations.
- Cut laundry service complaints by 30% and eliminated lost, damaged and poor quality service.
- Elevating the quality of facilities as part of the Building Consulting Group. Provided input in extensions, renovations, re-builds—from concept and floor plans, through workflows and interiors.

MERCHANT COURT HOTEL (Raffles International), Sydney

1/2001–5/2002

Front Office Manager

Reported to General Manager. Room Revenue Budget: \$16M. Deluxe 5-star hotel with 361 rooms, 24-hour room service, full valet, 10 function rooms, business centre, ala carte restaurant, private dining room, coffee lounge, cocktail bar and wine cellar.

Transformed problem-plagued front office into an award-winning team recognised externally in the state's AHA Awards in 2002. From volumes of customer complaints, wage cost blowouts and declining staff morale, delivered open leadership, no-blame communication forums, cross-training initiatives and more that delivered a 17% increase in guest satisfaction and greatly reduced costs.

- Delivered a 17% increase in guest satisfaction.
- Reduced concierge department costs by 17% and reception payroll by 9%. Transitioned casuals to full- and part-time roles and improved rosters to align skills with periods of peak demand.
- Cut rebates from \$45K to \$10K annually via a job-ownership initiative that reinforced accuracy.
- Saved up to \$60K in telecommunication fees by negotiating pricing deals and savings rebates.

STAR CRUISES, Singapore, Thailand, and Malaysia

2000

Executive Assistant Manager

Budget: \$14M (on board). 400-Cabin, 4½-star cruise ship with 90% average occupancy rates.

Spearheaded successful rewards program that provided guests with incentives to increase spending at each outlet. Instigated 5-minute daily hot-spot training sessions that reinforced the importance of customer service, up-selling and advanced sales techniques, and scored a 93% satisfaction index rise.

Prior Experience 1994–2000

RYDGES HOTELS/RESORTS, Canberra 1999–2000

Executive Assistant Manager

Direct Reports: 9. Budget: \$8.5M.

Counteracted declines in service delivery by kick-starting a program encouraging guests to nominate employees exhibiting top-shelf service. Replaced costly overtime expenses with new employee hires that slashed wage costs. Sourced new guest room amenities that reduced room costs by \$30K annually.

AYERS ROCK RESORT, Yulara 1997–1999

Rooms Division Manager

Restructured operations and recruitment, drove cost reductions and spearheaded training and incentive-based programs. Delivered 18% increase in room profits, tripled staff retention, and contributed to elite group handpicked by management to allocate \$850K in resources to refurbishment project. Personally presided over shut-down/start-up timetables, quality control and sign-off inspections.

ALL SEASONS FRONTIER OASIS (Accor), Alice Springs 1994–1997

Front Office Manager (1996-1997); **Duty Manager / Group Reservations / Restaurant Services Manager** (1994-1996) **F & B Supervisor/Attendant**

Industry Groups | Community Outreach

- ↻ Fellow, Australian Institute of Management
- ↻ Member, Society of Industry Leaders
- ↻ Member, NSW Food Authority Working Party for Vulnerable Populations
- ↻ Setting Criteria and Food Safety Standards (Workable Solutions) for the Aged Care Industry

Education and Training

Master of Business Administration (Strategic Management), Charles Sturt University, Australia

Bachelor of Business (Accounting and Law), Northern Territory University, Australia

Training:

- ↻ Six Sigma Green Belt (2010)
- ↻ Certified Professional Manager, Australian Institute of Management
- ↻ Lead Auditor Food Safety, SAI Global
- ↻ HACCP in Aged Care, Australian Nursing Home and Extended Care Association
- ↻ Train the Trainer