

## What's Your Moonshot? Podcast Series

*Featuring Dr. John D'Angelo, President & CEO, Northwell Health*

---

**[00:00:00] Dr. John D'Angelo, M.D.:** That's the true moonshot. It's this notion that you treat the soft stuff like the hard stuff. It's not just patient experience because of a score on a survey. If we're truly going to drive better health, we have to earn trust.

**[00:00:12] Dr. John D'Angelo, M.D.:** The way we earn trust is high reliability at every step of every patient's encounter with the organization and with the industry.

**[00:00:22] Narrator:** Welcome to A&M's Healthcare Industry Group What's Your Moonshot podcast series, where leaders seek to solve big problems and transform healthcare.

**[00:00:31] Narrator:** Join us for conversations to hear how their vision and bold moonshots are becoming reality.

**[00:00:40] Jamie LaGuardia-Frie:** Welcome to A&M's What's Your Moonshot podcast series. I'm Jamie LaGuardia Fry, Chief Commercial Officer of A&M's Healthcare Industry Group. I'm joined by my co host—

**[00:00:48] Jamie LaGuardia-Frie:** Dr. David Shulkin, former Secretary of the U.S. Department of Veterans Affairs and Senior Advisor at Alvarez & Marsal.

**[00:00:55] Jamie LaGuardia-Frie:** Today we're speaking with Dr. John D'Angelo, M.D., President and CEO of Northwell Health. John, welcome. We're so happy to have you here.

**[00:01:04] Dr. John D'Angelo, M.D.:** Great. Thanks for having me. Happy to be here.

**[00:01:05] David Shulkin, M.D.:** You've been in your job now a little bit, and you're a longtime Northwell physician and leader. What are your hopes? What are you trying to accomplish for the Northwell system and the communities you serve?

**[00:01:22] Dr. John D'Angelo, M.D.:** I've been in the role since October 1 and was selected last April, so it's been about a year in transition. I've been with Northwell for 25 years. I started there as an emergency physician, and like many colleagues, I've had six or seven different careers within the same organization.

**[00:01:38] Dr. John D'Angelo, M.D.:** Northwell is an organization that recognizes talent and invests in it, both formally and informally. Looking back, that growth prepared me for today. In many organizations, staying more than ten years might be seen as stagnation. At Northwell, it's seen as a sign of growth.

**[00:02:01] Dr. John D'Angelo, M.D.:** Northwell is an organization that continually evolves and doesn't stand still. Michael Dowling was an incredible predecessor who built deep commitment around mission and vision, which is why so many of us have stayed so long.

**[00:02:19] Dr. John D'Angelo, M.D.:** We're in a period of evolution, not revolution. We're in a good place, but there's tremendous opportunity ahead for growth and impact, and I'm excited to lead that.

## What's Your Moonshot? Podcast Series

*Featuring Dr. John D'Angelo, President & CEO, Northwell Health*

---

**[00:02:51] David Shulkin, M.D.:** Many people say healthcare is fundamentally broken. Patients are concerned about affordability and access, and the cost curves haven't been bent. Given Northwell's scale, how are you thinking about evolving to meet these challenges?

**[00:03:16] Dr. John D'Angelo, M.D.:** It's a big responsibility, and I don't take it lightly. We're the largest system in New York, serving 13 million people with 106,000 team members across a diverse geographic footprint.

**[00:03:49] Dr. John D'Angelo, M.D.:** Our size and scale create an opportunity to lead where the industry needs to go. Affordability is a crisis for all stakeholders, and if addressed the wrong way, it risks harming quality and outcomes.

**[00:04:31] Dr. John D'Angelo, M.D.:** Providers need a stronger voice in shaping affordability the right way. At the same time, we're facing workforce shortages, an aging population, and an epidemic of chronic disease.

**[00:04:48] Dr. John D'Angelo, M.D.:** There's tremendous opportunity if we leverage innovation and technology to rethink healthcare delivery. To bend the curve on chronic disease, we need to be more personalized, upstream, and proactive — even when we're not paid for it today.

**[00:05:19] Dr. John D'Angelo, M.D.:** We need to shift from episodic care to a true partnership with patients — being with them every step of their health journey. That's part of the answer to driving affordability and improving outcomes over time.

**[00:05:48] Jamie LaGuardia-Frie:** Healthcare matters most in critical moments, yet patients often describe the system as fragmented and transactional. How does your moonshot address that experience?

**[00:06:13] Dr. John D'Angelo, M.D.:** That's the true moonshot — treating the soft stuff like the hard stuff. If we want better health, we have to earn trust, and trust comes from high reliability at every step of the patient experience.

**[00:06:37] Dr. John D'Angelo, M.D.:** We deliver exceptional care at the bedside. Where we fall short as an industry is the customer experience — access, referral management, and coordination that people expect in every other part of their lives.

**[00:07:31] Dr. John D'Angelo, M.D.:** Regulatory and administrative burden can't be excuses. The moonshot is a highly reliable, personalized, proactive partnership — not a transactional interaction.

**[00:07:54] Dr. John D'Angelo, M.D.:** For decades, we've built efficiency on the backs of our frontline staff. Now the question is how we work smarter, reduce administrative burden, and become an employer of choice.

**[00:08:29] Dr. John D'Angelo, M.D.:** If we care for both patients and the workforce, we earn trust — and that's how we reach the future we want.

**[00:08:59] Jamie LaGuardia-Frie:** If you're looking to reduce costs and improve efficiency, how do you do that without sacrificing the human experience?

## What's Your Moonshot? Podcast Series

*Featuring Dr. John D'Angelo, President & CEO, Northwell Health*

---

**[00:09:05] Dr. John D'Angelo, M.D.:** I reject the idea that this has to be a trade-off. That assumption exists because of poor system design. Providers need to lead and drive affordability thoughtfully and upstream.

**[00:10:02] Dr. John D'Angelo, M.D.:** We also need new workforce models and technology that amplify human capability rather than replace it.

**[00:11:27] David Shulkin, M.D.:** We hear so many leaders describe the problems in healthcare the way that you have, but they often look toward the problem as external to their organization. It's the reimbursement environment. It's the regulatory environment. It's the policies that are in place that don't allow them to pay for the things they want to do. But it seems like your approach is really internally focused — that you're saying we have a responsibility to make these improvements internally. How are you planning on engaging your workforce, your physicians, and your hundred-something-thousand employees in understanding that they have a responsibility in this change?

**[00:12:11] Dr. John D'Angelo, M.D.:** Yeah. No, it's been part of my hitting the ground running day one. It's kind of the ED doc in me — very action-oriented. I've continued a tradition that Michael had done for years. He kept saying to me in the transition, "You're still going to do Beginnings, right?" I was like, "Michael, that's a lot," but it's the best thing I do. I go to orientation every week where we bring on a couple hundred people a week, and every one of them goes through what we call Beginnings.

**[00:12:41] Dr. John D'Angelo, M.D.:** I spend an hour with them driving home our responsibility and the incredible impact we could have, bringing them back to purpose. I think bringing people to purpose and commitment is a better way to lead than compliance. So, whether it's physicians or any employee, it's understanding that first and foremost we are here to make people's lives better — and that's an incredible responsibility.

**[00:13:17] Dr. John D'Angelo, M.D.:** We have to change that dialogue a little bit. I'm reminding people that we have to be financially strong to be here to do these incredible things, but first and foremost, we're here to treat patients. If I'm talking to doctors, I'm trying to bring them back to purpose. They need to know they have a physician CEO who is committed to reducing administrative burden, bringing the joy back into medicine, and making it possible for them to get through their day and still feel good about the work they do.

**[00:14:27] Jamie LaGuardia-Frie:** Yeah. So, as you advance your leadership journey and engage your teams and your leaders, what will fundamentally feel different for your patients as you advance this journey and those patients engage with Northwell Health?

**[00:14:41] Dr. John D'Angelo, M.D.:** Yeah. I think what'll fundamentally feel different, I'm hoping, is that over time they'll realize they have a true partner. This is a 3-to-5-year journey, but they'll feel that partnership in a real way. We have so much data and so much great technology now that there's no reason a patient shouldn't receive proactive outreach that feels personal, coordinated, and useful. That's the kind of experience I want Northwell to create.

**[00:16:04] Dr. John D'Angelo, M.D.:** Many entry points, but one front door — one experience that is guaranteed 100% of the time. That level of high reliability is where we need to get to earn that trust and take the guesswork out of healthcare.

## What's Your Moonshot? Podcast Series

*Featuring Dr. John D'Angelo, President & CEO, Northwell Health*

---

**[00:19:03] David Shulkin, M.D.:** Yeah. Well, we very much appreciate you spending the time with us today. These are important things you're working on, and we need you to be successful and we're going to follow your progress.

**[00:19:29] Narrator:** Alvarez & Marsal. Leadership. Action. Results.

---

### ABOUT ALVAREZ & MARSAL

Founded in 1983, Alvarez & Marsal is a leading global professional services firm. Renowned for its leadership, action, and results, Alvarez & Marsal provides advisory, business performance improvement, and turnaround management services, delivering practical solutions to address clients' unique challenges. With a worldwide network of experienced operators, world-class consultants, former regulators, and industry authorities, Alvarez & Marsal helps corporates, boards, private equity firms, law firms, and government agencies drive transformation, mitigate risk, and unlock value at every stage of growth.

To learn more, visit: [AlvarezandMarsal.com](https://www.alvarezandmarsal.com). Follow A&M on [LinkedIn](#), [X](#) and [Facebook](#).