

Vision, Values, And Execution

An Interview with John D'Angelo, MD, President and Chief Executive Officer, Northwell Health

EDITORS' NOTE John D'Angelo assumed the role of President and Chief Executive Officer of Northwell Health on October 1, 2025. D'Angelo led Northwell's operational response to the COVID-19 pandemic as Operations Chief for the system command center and was later appointed Chief of Integrated Operations. Leveraging lessons from the pandemic, he integrates Northwell's extensive operational resources in the post-pandemic era. Previously, as Senior Vice President



John D'Angelo

and Executive Director of Northwell Health's Emergency Medicine Service Line, he oversaw the clinical and operational performance of Northwell's emergency departments, observation units, and a growing network of urgent care centers, serving nearly 1.5 million patients annually. As an Emergency Medicine physician for over 30 years, D'Angelo has a keen understanding of clinical care delivery, quality, process improvement and operations management. He has spearheaded numerous initiatives that have distinguished Northwell over the years. A leader in data transparency and access, D'Angelo co-led the creation of Real-Time Actionable Data, enhancing operational data visibility for leaders and frontline staff across Northwell. This innovation earned Northwell's top award in 2019. D'Angelo has served as the Chair for the Northwell Health Physician Partners Board of Governors & Executive Committee from 2019-2022. He is also a Professor of Emergency Medicine at the Donald and Barbara Zucker School of Medicine at Hofstra/Northwell. A Long Island native, D'Angelo received his medical degree from SUNY Stony Brook and subsequently completed a residency in Emergency Medicine at Geisinger Medical Center, Danville, PA. He started his career as an attending at Holyoke Hospital in Massachusetts and transitioned to an attending physician at Northwell Health's Glen Cove Hospital in 2000 and appointed Chair of the Glen Cove's Emergency Department in 2005. He also served as medical director to numerous EMS agencies throughout his career and served in the United States Army Reserve from 2001-2011.

Long Island. From an early age, I was instilled with the values of respect, service, and community – principles that have guided me throughout my life. I chose medicine as a calling, not a career, and began my clinical path in emergency medicine where I learned to lead under pressure, think decisively, and value every member of the care team.

Over the past 25 years at Northwell, I've had the privilege of serving in a variety of roles – from emergency department physician to department chair, from leading the Emergency Medicine Service Line to serving as Operations Chief during the COVID-19 pandemic. Each role deepened my understanding of the interplay between clinical care, operations, and leadership. Most recently, as Market President for Northwell's Central Region, I've overseen six hospitals, 260+ ambulatory sites, and more than 23,000 team members. This journey has prepared me to lead at scale, with humility, urgency, and a deep commitment to our mission.

How do you describe Northwell Health's culture and values?

Northwell's culture is our greatest asset. It is a culture rooted in purpose, driven by values, and defined by a relentless pursuit of excellence. We are an organization that challenges the status quo, embraces change, and puts people – our patients and our team members – at the center of everything we do.

What sets Northwell apart is our ability to lead with both head and heart. We are data-driven and operationally disciplined, yet we never lose sight of our humanity. We believe in lifting lives – through care, through opportunity, and through innovation. That culture of shared purpose and mutual respect is what has enabled us to thrive in the face of adversity and will continue to propel us forward.

What have been the keys to Northwell Health's industry leadership?

Northwell's leadership stems from our ability to anticipate change and act decisively. We have never been content to follow – we lead. Whether it was launching New York's first freestanding emergency department at



Northwell's Street Medicine team, led by then CEO-elect John D'Angelo (center), receives the 2025 Community Health Improvement Award from the Healthcare Association of New York State. The Street Medicine team delivers essential healthcare services to community members who are experiencing homelessness and connects them to comprehensive services, including housing and employment.

Will you discuss your career journey?

My journey began in the Bronx, the son of a union electrician, and later continued on

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Lenox Health Greenwich Village, pioneering our nationally recognized sepsis initiative, or standing up a system-wide command center during the pandemic, we have consistently demonstrated the courage to innovate and the discipline to execute.

Our success is also rooted in our integrated model – combining clinical excellence, operational sophistication, and a deep commitment to community wellness. We invest in our people, we embrace technology, and we are unafraid to tackle the hard issues – from health equity to behavioral health to workforce development. That combination of vision, values, and execution is what defines our leadership.

What are your priorities for Northwell as you assume the role of CEO?

As I step into this role, my priorities are clear and grounded in our long-term aspirations:

1. Deliver the highest quality care through innovation, discovery, and integrated delivery models.

2. Be the top healthcare employer by investing in our people, fostering a culture of learning, and creating pathways for career growth.

3. Lead nationally in societal wellness and equity, ensuring that our impact extends beyond the bedside and into the communities we serve.

What do you feel are the keys to effective leadership?

Effective leadership begins with purpose. It requires clarity of vision, authenticity of voice, and consistency of action. In healthcare, great leaders are those who keep the patient at the center, who build trust through transparency, and who inspire others to pursue a better future.

I believe in leading with humility and resolve. I believe in developing others, building high-performing teams, and creating a culture where people feel seen, heard, and valued. And I believe that in times of uncertainty, leaders must be both bold and grounded – able to act decisively, adapt quickly, and remain anchored in what matters most.

You have spent more than 25 years at Northwell. What has made the experience so special for you?

Northwell has been more than a workplace – it has been a community, a classroom,

and a platform for purpose. I’ve had the opportunity to grow alongside this organization, to lead through moments of crisis and transformation, and to work with some of the most talented and mission-driven individuals in healthcare.

What makes Northwell special is its culture of possibility. It is a place where ideas are welcomed, where innovation is encouraged, and where people are empowered to lead. I’ve been fortunate to be part of that journey, and I am deeply honored to now help shape its next chapter.

What advice do you offer to young people interested in pursuing a career in healthcare?

Healthcare is a calling. It demands resilience, empathy, and a deep connection to purpose. My advice to young people is to stay grounded in your “why.” Let your values guide you, and never lose sight of the impact you can have on others. Be curious. Be humble. Seek out mentors. And don’t be afraid to lead – whether at the bedside, in the boardroom, or in your community. The future of healthcare will be shaped by those who are willing to challenge convention, embrace change, and lead with both courage and compassion. ●

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Michael Dowling and John D'Angelo