



Podcast Transcript

Risk Never Sleeps

Episode 106

Dan Nardi

Ed Gaudet: Welcome to the Risk Never Sleeps Podcast, in which we talk to the people that are on the front lines, delivering and protecting patient safety. I'm Ed Gaudet, the host of the program, and I am live at HLTH in beautiful Las Vegas, and I'm with Dan Nardi, CEO of Reimagine Care. Dan, welcome to the show.

Dan Nardi: Thank you for having me. We're excited to be here for another round of HLTH.

Ed Gaudet: Is this your fourth year or.

Dan Nardi: Third.

Ed Gaudet: Third year. Wow, okay. Okay, do you like Vegas?

Dan Nardi: Not really. I like HLTH. I like being able to come here and see people that I've worked with 20 some odd years ago, or even last year, just to the opportunity to connect as far as where it is, yeah, it's all good.

Ed Gaudet: Have you been to The Sphere yet?



Dan Nardi: We were very lucky. So, last year's HLTH was right around my anniversary. So my wife actually came out, and we got to see U2 at The Sphere. It was an amazing experience. Love music. And that was our first time, both of us. Actually, I saw them years ago, but it was my wife's first time.

Ed Gaudet: Nice.

Dan Nardi: And so we had a great experience and just a fun extra couple days at the end.

Ed Gaudet: I did three Dead shows in June at the Sphere, yeah.

Dan Nardi: How was that?

Ed Gaudet: It was amazing.

Dan Nardi: Yeah. And The Eagles were are there right now.

Ed Gaudet: Yeah, they're here till, I think probably the end of the year. January? february maybe. And I think the Dead are coming back. But let's get into Reimagine Care. Tell us a little bit about your role and your organization.

Dan Nardi: All right. So I am CEO, and I've been with the company for about a year and a half, and Reimagine Care, we have developed the industry's first on-demand cancer care platform. And so we have technology-enabled services combined with our team of oncology-trained RNs, MAs, APPs, and we partner with Health Systems, AMCs, community practices, to really extend the cancer care outside of the four walls. And so we know that oncologists are really amazing when the patients are there with them in the clinic but tend to lose touch with them and lose the ability to support them at the highest possible levels when they're on the 97%, 98% of their cancer journey that happens outside of the four walls. And so we have built this suite of services that really help deliver the highest possible support for those patients and be an extension of that care outside of the clinic.



Ed Gaudet: Got it. Interesting. How did you get into healthcare?

Dan Nardi: Well, I completely lucked into it. Totally honest. I was a math undergrad, computer science master's. I was going to go conquer the world of coding. I actually, I had a contingent job offer with a defense contractor to apply my pattern-matching algorithm, which the thesis I did with IBM and UVM, and so it was all contingent. And I moved to San Diego for it and was just waiting for it to come through, and it unfortunately didn't. But I had interned for a small company called Channel Health, which was owned by ID, which was bought by Allscripts. And so early days, you know, and Mark and I were just talking with Laurie McGraw. So early days I got in on the Allscripts ride. And so when the defense contract fell through, I just said, you know what? I really, I was learning had learned more there than in any class. And I said, you know, I like what we're doing. Like, let's just do this. And so kind of lucked into it. And, you know, 13 years later, we had a great run at Allscripts and, you know, led to another run at Livongo, joined early. So I've worked with and for Glenn and Lee and Joe and Laurie and that team for quite a long time, and had the opportunity to learn a lot along the way, which has been great.

Ed Gaudet: And we both worked with John Hallock at one point, yeah, that was a good man.

Dan Nardi: Fellow Boston sports fan. So, shout out to the Red Sox ... Not doing so great.

Ed Gaudet: No, no. Yeah, John introduced me to Jonathan Bush. Yeah, have you met him, Jonathan?

Dan Nardi: I have not, actually.

Ed Gaudet: Yeah, you won't forget it.

Dan Nardi: That is what I've heard.

Ed Gaudet: Okay. All right, so let's talk about why you're here at HLTH. Do you have any announcements or?



Dan Nardi: We actually, we couldn't hide some of our announcements. So we actually put a couple out just recently. So we have an expansion of Memorial Hermann, which is one of our earlier clients had a very successful phase one. They loved it so much. They came on as an investor in the company. And then we just announced a little bit ago the expansion full system-wide. So we're really excited about that. And then Moffitt, one of our newest partners, Moffitt Cancer Center in Tampa. So we're really excited about the continued growth, you know, across our health systems and AMCs. And so really being able to launch with them, they've been a really great partner right out of the gate. We got to know them really closely during the Cancer X initiative, we were one of the accelerator cohorts. We were one of the initial companies accepted into that. So really just excited to continue to, you know, partner with the best-in-class organizations and really support the patient care journey. I mean, that's why we're here, is to deliver better.

Ed Gaudet: It's all about.

Dan Nardi: That's right, better patient experiences.

Ed Gaudet: That mutual shared mission that we have in healthcare. It's like nothing else. It's amazing to be able to partner with so many great individuals where we're all really on this journey together to make care better for everybody, because we're all patients. We all know patients, right? So, if you look out over the next couple of years, what are some of the key initiatives on your list?

Dan Nardi: Yeah, I would say that we have found a product market fit with what we have right now, which is great. And that's where we're, you know, the new clients that we've been bringing on new partnerships and the growth, you know, we're going to 10x our ARR last year to this year. So we're in that like scale. We're in that rapid scale.

Ed Gaudet: Scale, baby.

Dan Nardi: Which we love. I love the stage of a business. It's why I was brought in super excited about obviously the mission. But this stage of business is a lot of fun for me. So we've got that as our foundation.



Dan Nardi (cont'd): And now, what has me really excited for the next couple of years is being able to add on to our services and really help drive the adoption of value-based cancer care. So, helping to support all of these systems as they are making the slow trudge to value-based care. We know the healthcare system, in general, has been on a very slow kind of march towards this cancer care due to its variability, and so many, a combination of so many different diseases like cancer is not just one. Cancer has been even further behind the rest of healthcare. But now is the time. And so with the right combination of services, we're going to be able to help these systems as we work towards the right risk arrangements, the right value-based contracting. And we're going to be the leader in making that transition and helping all organizations, which will be better for patients. And it's going to be better for, like, the overall kind of spiraling cost of cancer care in general.

Ed Gaudet: Yeah. One of the challenges with scaling an organization is the effect it has on the culture. Does that keep you up at night, do you think?

Dan Nardi: So there are some founders that love diving into the culture and really think about that all day long, and there's some that don't, and they surround themselves with people that do. I do. I always think about it, you know, from our early days, I felt like that was a big differentiator for us at Livongo, was we hired a bunch of really great people, and we had a really great mission, and we pointed everyone in the same direction, and we got some shit done, and same thing. So I brought that and applied that at Karam. So I joined Karam as an employee 16 and really helped build that for four years as COO. And now, being able to do the same thing here, Reimagine Care. It is extremely important at these early stages of a company, and especially going through the growth stages, because the ambiguity sometimes can crush people, the pace can crush people. The ability to make decisions like, I'm a big fan of right people, right role, right time. And so there are people that are really amazing for early stage companies. They can handle all that, love wearing multiple hats and making decisions. And you know, people talk about the 80/20 rule. Well, in startups sometimes it's 50/50. You know, you get as much information as you can. And then just like, let's go.

Ed Gaudet: Make a decision.



Dan Nardi: That's right. And let's learn. And so really building, it's not just the culture but it's like a focus on a learning environment. Let's always be learning right. It's okay to make a mistake.

Ed Gaudet: Yeah, take the risk, and adjust accordingly.

Dan Nardi: Absolutely. So it's a big part of what we're doing at Livongo. And I'll give you one example, right? When I joined, we had some values, and they were great, but I felt like they were they could have been applied to any company. And so we spent six months and really, as a team, revamped our values, narrowed it into three. So they're very memorable and they're very specific to us, and so I think that is just an important part of the culture.

Ed Gaudet: Yeah. Excellent. All right. So we're going to get into you a little bit about you and your background, Dan. So you go back in time, what would you tell your 20-year-old self?

Dan Nardi: That is a good question, I would say. And I've tried to live this, but I think sometimes I get caught up in it is like, just say yes. I think it's very easy as you're going through your career or growth and just everything on your plate personal life, work life, all that stuff. You know, it's very easy to say no. And then I think doors close. So I think it's really important to say yes, right? Say yes and take those opportunities to learn and meet new people. Try new things.

Ed Gaudet: Yeah. Take a risk. That's right.

Dan Nardi: And here's the other thing. Like I tell people, whether it's moving, you know, moving cities or changing careers or whatever, it is, like, you can always go back. So go do it. Say yes. Try something new. I would say that's something I generally good at, but I think my 20-year-old self probably would have helped me learn some lessons, maybe a little faster.

Ed Gaudet: Yeah, excellent. And if you weren't doing this job, what are you most passionate about? What would you be doing if you weren't in in healthcare or in tech?



Dan Nardi: Well, I think we joked about being a baseball player. That was my dream as a kid. But realistically, I would probably be an outdoor, like, adventure guide. Like, I would love to be like, I love skiing. I grew up skiing in Vermont, so I would helicopter skiing you're doing. I would do that. I would be the first one to jump out. I would, my brother-in-law is like, that's his job. And so I'm like secretly jealous of like, I think he's in Antarctica right now, so I would. I would love to go do that, to get paid to see the world, just be outdoors. Like, have the great outdoors be your office. So, yeah, that'd probably be it.

Ed Gaudet: You ever ski Snowbird or Alta?

Dan Nardi: I have.

Ed Gaudet: Aren't those amazing?

Dan Nardi: They're both amazing. Yes.

Ed Gaudet: It's nothing like it.

Dan Nardi: And we're super excited. So we just, the family just moved to Boulder, and so we're excited to.

Ed Gaudet: Okay. Yeah.

Dan Nardi: Yeah, try out all the mountains in Colorado. So, yeah.

Ed Gaudet: Yeah. Oh, beautiful. That's great. This is the Risk Never Sleeps Podcast. So I gotta ask you. ... This one up. What's the riskiest thing you've ever done?

Dan Nardi: Oh, that's a good question. Riskiest thing. Probably moving to San Diego.

Ed Gaudet: Really?



Dan Nardi: Well, in from Vermont, from Vermont. So, I mean, I think it's almost the furthest in the contiguous 48 states you could get from Vermont.

Ed Gaudet: Tucson, Arizona, maybe.

Dan Nardi: Yeah, it was, I mean, it was way out there, but it was for me. You know, I had grown up in New England. We traveled all up and down the East Coast and the Midwest, but like, had never really been further than Colorado before. And so just the opportunity to say, you know what? For that contract that hadn't come through yet, I just said, I'm going to. I'm sick of waiting. Packed up my car, drove up by myself for four days, and got to see some of the country on the way and, you know, ended up making some great friends, and I met my now wife. And so it all in San Diego, in San Diego. So it all worked out. But like, at the time, I mean, I think a lot of people were like, you're crazy.

Ed Gaudet: So I love that. I love that answer. All right. Desert Island, you could take five records with you or albums or whatever these kids are taking these days, streaming sites, whatever. By the way, you a Noah Kahan fan, from Vermont? Do you know Noah Kahan?

Dan Nardi: Yeah.

Ed Gaudet: Yeah, a little bit. Little whiny?

Dan Nardi: Yeah, a little bit.

Ed Gaudet: The kids love him. All right. Five records, five albums. What would you bring?

Dan Nardi: I'm a big Pearl Jam fan, so I would take Ten. I think that is like an just an epic album start to finish. I tried to see them every time they're on tour, so I would take Ten. Growing up, I have a little bit of nostalgia for, we had a six CD changer and there were like three CDs that never changed. They were always in there. Van Morrison's greatest hits.

Ed Gaudet: Oh, there's a rule. No greatest hits. Sorry. That's okay. No. That's okay.

Dan Nardi: Well, so, all right.

Ed Gaudet: Van Morrison, greatest hits.

Dan Nardi: Any Van Morrison. I love Van Morrison. Tom Petty. I would do the same thing. Tom Petty and the Heartbreakers.

Ed Gaudet: Nice.

Dan Nardi: I also, like LED Zeppelin.

Ed Gaudet: Oh. Which one? That was a big Zep fan. Growing up.

Dan Nardi: I would go Four.

Ed Gaudet: ... Goes Four.

Dan Nardi: Yeah, I know.

Ed Gaudet: Four is great, though. Every album is great, every album is different. Every album is great.

Dan Nardi: For repeated listenability, that's probably why I would go Four, and then I got one left, right? Oh, that's.

Ed Gaudet: We could do five more, too.

Dan Nardi: I mean, we could be. We're gonna do five movies.

Ed Gaudet: Yeah, we do movies.

Dan Nardi: Let's see another one. Actually, you know, funny enough, my son and I just went to, we've, over the years, become country fans. And so, you know, I listen to all music. I love all different types. Cody Johnson. We went to his show in Denver. My son and I, we got tickets last minute, and our friends gifted them to us, and I don't think I really appreciated his music as much until I saw him live. And he's a wonderful musician, so I think we, that'd probably be another one.

Ed Gaudet: So do you like Zach Bryan?

Dan Nardi: Yeah, we, I mean, I think country is funny. Like, as a family, it's like the one we can all disagree on. Like, oh, just put that on. And yeah, country makes country like unplugged.

Ed Gaudet: Zach Bryan's interesting because he's like a modern-day country version of Dylan. Like he's that level of songwriter, that level of lyricist. Really, really amazing. All right, last question. If you could give advice to someone graduating from college that wants to break into high tech or healthcare, wants to be an entrepreneur, what advice would you give them?

Dan Nardi: I'd say just proverbially, I would say like read the manual. And what I mean by that is like really understand, like healthcare is so complex. Understand the part of healthcare you want to get into. Understand how it works. Understand the existing players, understand how it's paid for, how it's delivered. Like, to be really successful in building companies, you have to really deeply understand what you're affecting because there are entrenched players in all of healthcare. And so if you're going to come in and have this novel idea and you want to really go shake up the world, you have to understand who's cheese, you're going to be moving, right? I'm using all different analogies.

Ed Gaudet: And start with Epic.

Dan Nardi: It's well, I mean.



Ed Gaudet: Find the white space.

Dan Nardi: So, you know, again, 13 years at Allscripts. So special place in my heart for Epic. So I think it's really that's my advice is like because you can have a great idea, but so many startups won't end up being successful because they can't figure out how to, like, actually monetize it, or they can't figure out, like, how can I take this great idea and turn it into something that isn't going to piss off a whole bunch of other people and they'll basically squash us. So again, I think it's I'll use read the manual as that term. But again, that's what I mean by that.

Ed Gaudet: Excellent. Thank you. Dan Nardi, CEO of Reimagine Care. This is Ed Gaudet from the Risk Never Sleeps Podcast live from HLTH in Las Vegas, Nevada. And if you're on the front lines delivering patient care or protecting patient safety, remember to stay vigilant because Risk Never Sleeps.



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