Garner Health

Strategy & Operations Manager

New York City, New York, hybrid

2+ years

Researched Nov 9, 2026

17 sources

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The role in 30 seconds

- A generalist role at **Garner Health**: run strategic projects for leadership, build operational processes, and manage company KPIs and planning.
- The posting sets the tone: **"The environment is demanding by design."**
- Garner raised a $118 million Series D in February and a $100 million Series E in May at a **$2.74 billion valuation**. This posting went up Sep 21, 2026.
- A candidate for a Lead role on the same team, interviewing in January 2025, reports five to six meetings, including a culture interview, a **case study presentation** and a final round with the CEO.

Cheat sheet

Garner Health
Strategy & Operations Manager

Glance at this just before the call

Garner, in one line	Garner ranks doctors by performance, and employers use it to cover employees' out-of-pocket costs when they choose a top-ranked doctor.
Its moment	It raised $118 million in February and $100 million in May at a $2.74 billion valuation, and is putting the money into its quality platform and AI products.
This role	A generalist on the Strategy & Operations team, reporting to the VP. You run strategic projects for leadership, build operational processes, and support the operating rhythm (the regular cycle of KPI reviews and planning that runs the company).
What they will test	Whether you can break down a messy problem, back your view with data, get other teams to adopt the fix, and keep a high bar under a demanding pace.
Have these answers ready	1. How you'd find out why a company KPI dropped 2. An operational process you built that other teams adopted 3. How you handled push-back from a colleague 4. How you'd run quarterly planning at a company doubling each year 5. Where you'd use AI to speed up an operational process
✓ **Do**	Structure every answer out loud and put a number on the impact. Tie your examples to measurable outcomes.
× **Don't**	Don't explain Garner's model back to the people who built it. Don't hint that you want a steady pace.

01

The company, explained plainly

Garner ranks doctors by performance and gives employers a way to reward employees who choose the best ones.

Founder and CEO

Nick Reber, formerly on Oscar Health's leadership team

Nick Reber founded Garner and runs it as CEO. Before Garner he was on the leadership team at Oscar Health, where he focused on analytics and provider network development (building the set of doctors a health plan covers).

Origins

Started in 2019, headquartered in New York

Garner was founded in 2019 and is based in New York. It uses data analytics and AI to help employers and employees find high-quality, cost-effective doctors.

Product

Employers cover costs when employees pick top doctors

Employers keep their insurance carrier, and Garner sits on top of the existing plan as a **financial administrator**. When employees choose a high-performing doctor through Garner, the employer covers most or all of their out-of-pocket costs. Garner says its rankings draw on more than 60 billion medical records from 320 million patients. In 2021 it said doctors can't pay for a higher placement in its rankings.

Funding

$100 million Series E at $2.74 billion valuation

Garner closed a **$100 million Series E** led by Index Ventures, which valued it at **$2.74 billion**. Existing investors Kleiner Perkins, Redpoint, Thrive, Sequoia, Founders Fund and Kaiser Permanente Ventures also took part. It came three months after a $118 million Series D in February, which Kleiner Perkins led.

Size

About $200 million revenue, doubled five years running

Garner says its gross annual recurring revenue is **approximately $200 million** and has more than doubled for five years in a row. Crunchbase lists its headcount in the 251-500 range.

Customers

Almost 800 employers; Garner cites 12 percent savings

Garner says it works with **almost 800 companies**, which see an average **12 percent** reduction in annual healthcare spend. It says more than 46% of eligible members actively use the platform, and about half go where Garner points them. Garner says that is about 10 times a standard navigation product (a service that guides patients to care). Garner also works with health plans, powering their doctor rankings, directories and network strategies.

AI products

Garner Assistant and the new Garner Research Agent

Garner Assistant, launched by May 2026, helps members find doctors, book appointments, review claims and understand their coverage. Garner says it directs thousands of patients to high-quality care every day. Its new **Garner Research Agent** continuously reviews the latest medical literature. Garner plans to use the Series E to expand its provider quality platform, scale its AI products and expand access.

Leadership

CFO Jake Shuster, CRO Steve Santangelo

Jake Shuster is CFO and has spent 12+ years in finance roles. Crunchbase lists Steve Santangelo as Chief Revenue Officer. This role reports directly to the **VP of Strategy & Operations**.

02

The role, decoded

Garner is growing fast on fresh money. This hire helps leadership run the company through its KPIs, its planning cycles and the operational fixes that growth demands.

Fresh capital

Garner closed its Series E in May 2026, the round above. It plans to use the money to expand its provider quality platform and scale its AI products.

Growth that strains processes	Garner says it has **doubled five years running**. The posting gives this role a portfolio of operational processes to develop and deploy with experts across the company.
Planning and KPIs	The role manages company KPIs, drives annual and quarterly planning, and works directly with leadership on high-visibility initiatives.
A generalist to rebuild what strains	Together these likely mean Garner is building the planning layer a fast-scaling company needs. It wants someone who can take processes that worked at the last size and rebuild them.

What the posting's words reveal

"The environment is demanding by design."

Expect a high bar and candid feedback. Garner says so up front so the people who join are the ones who want that pace.

"This isn't the right fit for everyone, and that's intentional."

Fit is screened as hard as skill, so prepare stories about pressure and candid feedback.

"using AI to scale that impact further and faster than anyone else can"

Bring one concrete idea for where AI could make an operational process faster or cheaper, and say how you'd test it.

"be held to a high standard while doing it"

You'll be judged on measurable results. Bring examples with numbers and be ready to say how each was measured.

03

How the rounds will run

Built from a January 2025 candidate report for the Strategy and Operations Lead role on the same team, and from the posting.

Reported: someone who interviewed there said so. **Likely:** our best judgment from the posting and similar roles.

HR screen	**Reported** The process opens with an HR screen call. The application already asks for your desired salary, location and visa status, so expect those to come up, along with why Garner.
Call with your manager	**Reported** A separate call with the manager the role reports to. For this posting, that is the VP of Strategy & Operations.
Culture interview	**Reported** A dedicated culture round. The same candidate reports being asked to describe a time they faced push-back or disagreement with someone on their team, and how they handled it.
Case study presentation	**Reported** You present a case. Given the posting, it likely asks you to break down an unstructured business problem with data and recommend a plan.
Final round with the CEO	**Reported** The process closed with the CEO, Nick Reber. That conversation likely covers strategy and why you want this mission. The whole process took that candidate 6 weeks, across about five to six meetings.

Who you'll meet

Likely Likely a recruiter, the VP of Strategy & Operations, a peer on the team or a cross-functional lead, and Nick Reber at the end. This Manager role sits in the same team as the Lead role above, so expect the same stages, possibly with fewer meetings.

Worked case: an operations team missing its targets

The scenario

An example of the kind of case to expect: a Garner operations team, such as member support booking care, is missing its turnaround targets as member volume grows. Leadership wants your diagnosis and a plan, presented back in a week.

They may ask

- How would you structure this problem before looking at any data?
- Which three metrics would you pull first, and why?
- How would you find the constraint that's driving the miss?
- How would you get the head of that team to adopt your fix?
- How would you know in 60 days whether it worked?

How to answer

1. **Pin down the goal**
   Ask which target is missed, by how much, since when, and what success looks like.

2. **Split the drivers**
   Break the problem into parts with no gaps or overlaps: incoming volume, team capacity, process steps, and rework.

3 **Test each hypothesis**
For each driver, say what you think is happening and the data that would confirm or kill it.

4 **Size the options**
Rank the fixes by impact and effort, and show the numbers behind your top pick.

5 **Recommend one plan**
Give it an owner, a timeline and a KPI, and show where it lands in the quarterly planning cycle.

6 **Name what you'll watch**
List the risks, the weekly metrics you'd track, and the point where you'd change course.

04

12 likely questions

Built from the posting, the reported rounds and Garner's moment.

Q01
Tell me about yourself

Tell me about yourself, and why Garner now.

What it's checking Whether your path leads clearly to a demanding strategy and operations role at a fast-growing health company.

Q02
What breaks at 2x growth

Garner raised a Series E in May and says it has doubled five years running. What do you think breaks first at that pace?

What it's checking Whether you can see scaling problems from a leader's seat.

Q03
Unstructured problem

Walk me through an unstructured problem you broke down, the fix you recommended, and how you got other teams to adopt it.

What it's checking Your structure and judgment, and whether your fix shipped.

Q04
Handling push-back

Describe a time you faced push-back or disagreement on your team. How did you handle it?

What it's checking How you hold a view and still keep people with you.

Q05
Engagement drops

Garner says more than 46% of eligible members actively use the platform. If that fell next quarter, how would you work out why?

What it's checking Whether you can build a KPI tree and go to the right data first.

Q06
Running planning

How would you run annual and quarterly planning so it stays useful while the company keeps doubling?

What it's checking Whether you've run or improved a planning cycle and know where they fail.

Q07
AI in operations

We launched the Garner Assistant for members. Where would you use AI to make one of our internal operational processes faster or cheaper?

What it's checking A concrete, testable idea, with a sense of the risks in healthcare.

Q08
Measuring savings

Garner says employers see an average 12 percent reduction in annual healthcare spend. How would you measure savings for a new employer customer?

What it's checking Whether you grasp how Garner's value is measured and can reason about data quality.

Q09
A process you built

Tell me about an operational process you built and handed off. How did you know it was working?

What it's checking The ownership and detail the posting asks for.

Q10
Demanding by design

Our posting says the environment is demanding by design. What does that look like for you, and what shows you do well in it?

What it's checking Self-awareness and a clear fit, which Garner screens hard.

Q11
Why healthcare

Why healthcare, and why Garner's approach of rewarding people for choosing better doctors?

What it's checking Whether the mission matters to you beyond the job.

Q12
Sizing a new market

Garner works with health plans and with employers using ICHRA (an arrangement where the employer funds each employee's individual health coverage). If leadership asked you to size one of these markets, how would you start?

What it's checking Clear market-sizing structure under a leadership deadline.

05

What they'll look for

Experience they will look for

- Two or more years in a strategic problem-solving role, in consulting, investment banking or an early-stage startup.
- Running or improving a planning cycle, a KPI review or leadership reporting.
- Building an operational process from scratch and handing it to a team that runs it.
- Pulling insight from messy data and turning it into a recommendation leaders acted on.
- Healthcare exposure, or a clear reason the U.S. healthcare system matters to you.

Stories worth preparing

- A time you broke down a vague problem, recommended a fix and got other teams to adopt it.
- A time you faced push-back from a colleague, and how you settled it.

- A process you built that kept running after you moved on, and the metric that showed it worked.
- A time you were held to a high bar under a tight deadline and delivered.

Terms you should be comfortable with

Operating rhythm	The regular cycle of reviews and planning that runs a company, such as a weekly KPI review and a quarterly plan.
KPI tree	A top-line metric broken into the driver metrics that move it, such as savings per member split into the share choosing top doctors and the cost gap per visit.
Care navigation	Guiding patients toward better or cheaper care, such as showing a member the top-ranked orthopedists nearby.
Provider quality metrics	Measures of how well a doctor performs on outcomes, appropriateness and cost, such as how often a surgeon's patients need a repeat procedure.
Claims data	Insurer records of billed medical services, used to measure doctor performance, such as every visit and procedure billed for a patient.
Self-insured employer	An employer that pays its employees' medical claims directly, so it saves money when staff see more efficient doctors.
Steerage incentives	Rewards that nudge members toward recommended doctors, such as covering their out-of-pocket costs for a top-ranked one.

MECE	Splitting a problem into parts that don't overlap and together cover everything, such as volume, capacity, process and rework.
Unit economics	Revenue or cost for one unit of the business, such as support cost per member per month.

06

The HR round

Expect the HR screen to cover pay, location and work status. Settle the level and equity yourself.

They'll ask you

Location and mode

"Are you able to work in our NYC office?"

The role is based in New York City. The application asks whether you're based in or will relocate to the NYC area and can work in the NYC office. Garner's Built In listing says New York staff work from its Financial District office Tuesday through Thursday.

Salary

"What are your salary expectations?"

The posting gives the range: "The target salary range for this position is **$170,000 - $200,000**." It also says the role is eligible for Garner's equity incentive plan. Answer inside the range: "I'm targeting [your number] in base, and I'd like to understand the equity."

Notice period

"When could you start?"

Two weeks is the norm in the US. Garner is moving fast after its raise, so a clear start date likely helps. The Lead candidate's process took 6 weeks, so plan your timing around a process of that length.

Work authorization

"Will you now or in the future require sponsorship for employment visa status?"

The application asks whether you're legally authorized to work in the US and whether you'll need visa sponsorship. The posting says Garner **does not sponsor employment visas** or take over existing sponsorship at this time.

Why you're moving

"Why are you looking to leave your current role?"

A good reason points toward this job: broader exposure across a company, closer work with leadership, and measurable outcomes in healthcare. Avoid any reason that sounds like wanting a calmer pace, since Garner says the environment is demanding by design.

Settle with them

Level

"Which level is this role set at?"

Garner has also advertised a Senior Strategy & Operations Manager role, and this Manager posting went up on Sep 21, 2026. Ask where this role sits and what moves someone to Senior.

Equity

"How does equity work here, and how often do tender offers run?"

Alongside the Series E, Garner ran its **second tender offer** for employees, which let staff sell some of their shares. Ask what you'd be granted, the vesting schedule, and whether more tender offers are planned.

07

Questions to ask them

"Which initiatives would my first rotation cover, and how long does a rotation usually run?"

"Which company KPIs matter most to leadership right now, and which one is hardest to measure well?"

"With the Series E going into the provider quality platform and AI products, which internal processes are under the most strain?"

"Where does AI already show up in the team's own day-to-day work?"

"How is the case study run: a take-home deck or a live exercise, and how much prep time is there?"

"What would you most like to change in the next annual planning cycle?"

"How does the team split its time between the employer business and the health plan business?"

“What separates someone who thrives here in the first six months?”

08

Watch-outs

Demanding pace	The posting says the environment is demanding by design and that the role isn’t the right fit for everyone. Show plainly that you’ve worked at a high bar and want to.
Turnover reviews	Some anonymous Glassdoor reviews describe high turnover, frequent layoffs and people let go just before their shares vest. Others praise management buy-in, the culture and the product. Cover vesting in neutral words through the equity question above.
Shifting scope	The posting says you’ll rotate through a variety of high-impact initiatives, so your projects will change. Show you can ramp up fast and leave clean handoffs.

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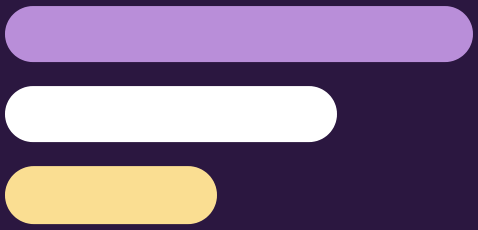
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