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Inside an AI Operating Model: Montefiore's Approach to Governance, Portfolio Decisions, and Adoption

October 22, 2026

Featuring:

Deepesh Chandra

Chief Digital Officer and Information Officer
Montefiore Einstein

Sudipto Srivastava

Chief Data and Analytics Officer
Montefiore Einstein

Heather Chait

Clinical AI Ecosystems Lead
Philips

Introductions



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Chief Digital Officer and Information Officer
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Heather Chait

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Evolution of AI Governance

2025

“Building Blocks”

3 Independent Groups
(Governance, Clinical Advisory, Operations)

- **Interim Governance:**
Established to handle immediate use case requests.
- **Advisory Infrastructure:**
Launched broad, representative AI Clinical and Operations Advisory Groups for domain-specific expertise.
- **Policy & Framework:**
Formalized the AI Policy and built a standardized framework for use case intake, assessment, and prioritization.
- **Demand Assessment:**
Conducted enterprise-wide assessment of AI demand and reviewed initial use case requests.

Strategic
Integration

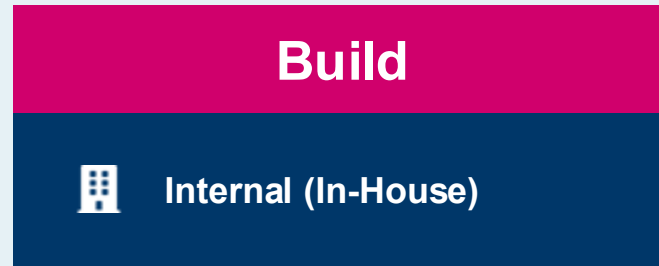
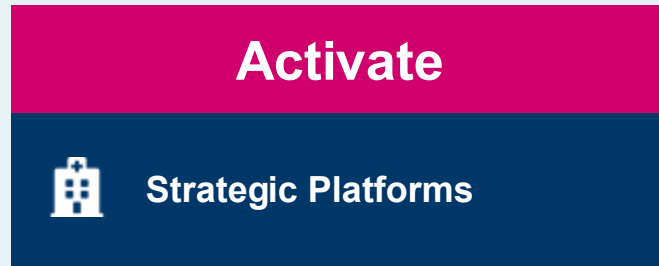
2026

“Unified Integration”

Multi-disciplinary Single Body

- **Unified Committee:**
Single AI Governance Committee to eliminate silos and streamline decision-making.
- **Alignment with Strategy:**
Identify solutions that align with organizational strategy.
- **Alignment with Transformation:**
Prioritize use cases that have strong ROI.
- **Continuous Monitoring:**
Implement post-deployment performance assessment for approved AI use cases.

Approach to AI selection



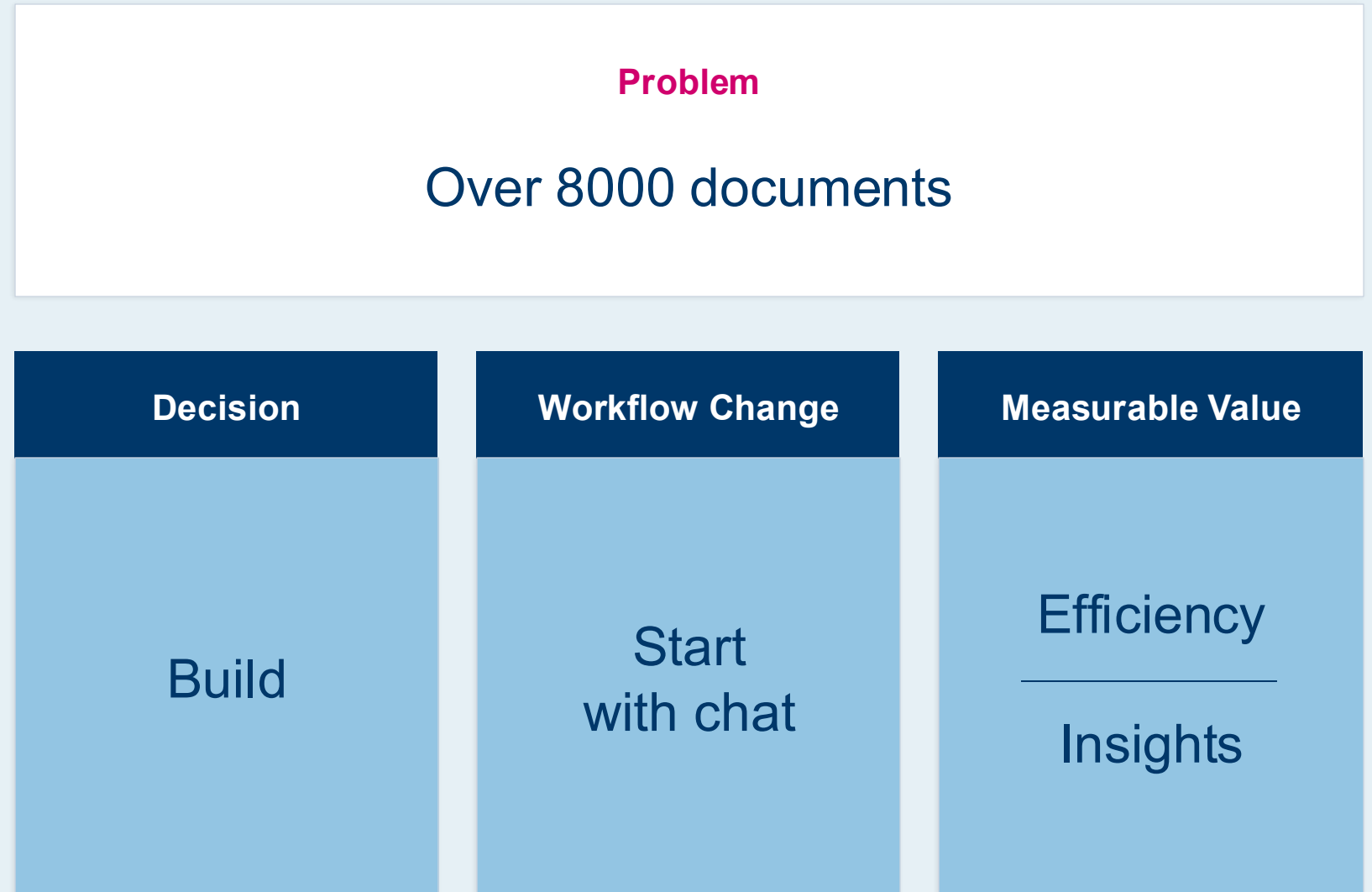
Activating AI capabilities within solutions and platforms that serve as the “operating systems” for our business

Custom solutions that are built and fully managed by Montefiore Einstein

Differentiated AI solutions that are unique offerings not available within existing platforms

Operational Use Case

Supply Chain Contract Agent



Clinical Use Case

Ambient Voice

Problem

Documentation burden

Decision

Buy

Workflow Change

Verify vs. type

Obtain patient consent

Measurable Value

Face time

~~Pajama Time~~

Tangible ROI



Green ROI



Blue ROI

Appendix

- AI Governance 3.0
- AI Policy Literacy
- AI Risk Categorization
- Platform for AI/Agent Development
- Monitoring: Control Tower

Tech is only one part of it – People & Process challenges
with AI in healthcare are real!