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10/05/2025

To Whom It May Concern,

Exceptional doesn't begin to describe Urmila Ravichandran; she transforms every challenge into an opportunity for innovation. I am delighted to recommend Urmila, with whom I've had the privilege of working closely on research and AI initiatives for several years. Through our collaboration in research and clinical innovation, I have witnessed firsthand the rare combination of intellect, curiosity, and empathy that Urmila brings to the table.

What strikes me most about Urmila is how effortlessly she thinks beyond the immediate task. From translating complex AI concepts into actionable tools that can support clinical decision-making with incredible clarity, to building an enterprise Generative AI platform from scratch, she approaches each roadblock with creativity, patience, and a deep understanding of the people who will use the product of her work. Crucially, Urmila's efforts extend well beyond data science, as she actively partners with operational leaders and end users to solve the critical "last-mile adoption" problem. While many technical teams and vendors often overlook the transition phase, Urmila ensures her teams work closely with operational teams, embedding AI as an integrated part of the workflow, not an afterthought or an add-on. This ensures seamless adoption that is key to every successful AI initiative. She has a remarkable ability to see the whole picture, connecting technical feasibility with operational realities and then guiding the project to success. I have watched her calmly navigate fast-moving, high-stakes projects, always centering her team and creating a sense of focus and stability even in the most chaotic moments.

Working with Urmila feels different than with most professionals I have worked with. She never lets her job description limit her contribution. Along with deep expertise, she also brings long-term vision and optimistic energy that inspire others to rise to the challenge. She brings true end-to-end thinking, charting clear technical and feasibility roadmaps while adapting dynamically to the rapid pace of AI advancements. She has unique people skills and adapts her approach based on the audience. Not only is she proficient at giving direction and guidance to her team, but she also collaborates with researchers and clinicians through highly productive meetings that leave everyone with a sense of confidence and clarity. Her big-picture mindset is also easily translated into thoughtful presentations to the C-suite, empowering leaders to consider and think efficiently through AI strategy using all the important lenses she outlines. With her dedication, integrity, and hard work, she inspires trust and respect as a natural leader, and I have no doubt that she will continue to drive meaningful advances in healthcare and clinical AI. Working with Urmila is like watching strategy, creativity, and execution converge flawlessly.

To put it simply, Urmila will without a doubt prove to be a solid investment and an asset to any organization. Working with her has been transformational for the careers of many of those around her, and I recommend her without reservation.

Sincerely,

*Mukund Nakhate*

Dr. Mukund Nakhate