

## Motivation Letter

Dear Admissions Committee,

I am writing to express my enthusiastic interest in the Master's Programme in Managing Digital Transformation in the Health Sector (ManagiDiTH). With an academic background in Nursing and professional experience in both clinical and industry settings, I am strongly motivated to deepen my knowledge in digital health and actively contribute to the transformation of healthcare systems.

My academic journey in Nursing established a strong foundation in patient care, clinical reasoning, and the functioning of health systems. I began my professional career in hospital settings, working in inpatient wards, intensive care units, and surgical theatres. These environments demanded not only clinical expertise but also a deep understanding of systems coordination and safety protocols. Throughout these experiences, I witnessed the crucial role of digitalisation—whether in managing electronic health records, coordinating multidisciplinary care, or monitoring critically ill patients in real time.

Currently, I work in the medical device industry, within a company that prioritises digital transformation and innovation in healthcare. This role has given me a more holistic systems perspective, highlighting the importance of integrating digital tools into clinical practice and supporting healthcare professionals through technology-driven solutions. These professional experiences have reinforced my belief that digital transformation is essential for improving the quality, efficiency, and sustainability of health services.

I believe digitalisation has the power to bring healthcare closer to people by enabling more accessible, transparent, and personalised care. Digital solutions can strengthen the connection between users and healthcare providers, making systems more inclusive and patient-centred.

What draws me most to the ManagiDiTH programme is its interdisciplinary and international structure. Learning from multiple European universities and exchanging experiences with professionals from diverse health systems is, in my view, a major strength and clear added value.

Managing digital transformation requires more than technical skills—it demands vision, leadership, and the ability to connect clinical needs with innovation. I see this Master's as a crucial step toward becoming a leader in digital health.

Thank you for considering my application. I look forward to contributing to the programme and growing through this unique academic journey.

Respectfully,

Carolina Cardoso José

