

Motivation Letter

Loures, May 12th, 2025

Dear Selection Committee,

I am writing to express my interest in the Master's in *Digital Transformation Management in the Health Sector*, offered by ISCTE under the Europe Digital Programme.

I am a medical doctor specializing in Anesthesiology and currently serve as Head of the Anesthesiology Department and the Operating Room at a Local Health Unit in Portugal. My role involves coordinating clinical teams, managing operating room resources, and optimizing the perioperative patient pathway — always with a focus on safety, efficiency, and patient-centered care.

Digital transformation is becoming increasingly essential in healthcare. I see it as an opportunity to rethink processes, enhance system integration, and develop smarter, data-driven care pathways. This program, with its strong European perspective and multidisciplinary approach, aligns closely with the challenges I face and the goals I have set for my professional development.

Its flexible format is particularly suited to balancing academic learning with ongoing clinical and leadership responsibilities. I am highly motivated to expand my knowledge in this field and to contribute actively to the program, bringing the perspective of someone working daily on the frontlines of hospital operations.

Thank you for considering my application.

Kind regards,

Ana Paulino, MD

A handwritten signature in black ink, appearing to read 'Ana Paulino', written in a cursive style.