

Motivational Letter

Application for Master's Degree in Managing Digital Transformation in the Health Sector
(ManagiDiTH)

Dear Selection Committee,

With a career spanning several decades in internal medicine, healthcare leadership, and medical education, I have consistently sought opportunities to improve systems, empower professionals, and better serve patients. My decision to apply for the ManagiDiTH programme stems from a deep-seated belief that we stand at a pivotal moment in healthcare: a moment where responsible digital transformation—grounded in multidisciplinary collaboration and guided by a strong ethical compass—is essential for the future of patient care.

As a hospital-based internal medicine physician, former chair of a department of medicine, and program director for internal medicine training, I have been privileged to shape healthcare delivery and education on multiple levels. My role as the national lead in the Netherlands for the introduction of competency-based education gave me firsthand insight into what it takes to align systemic reform with professional development. I have always embraced a mindset of curiosity, creativity, and optimism—seeking not only what is, but what could be.

In addition, I chaired the European Board of Internal Medicine working group that successfully developed the first European Training Requirements (ETR) in Internal Medicine, aimed at harmonizing postgraduate training across Europe. This work has laid the foundation for a more consistent and competency-based approach to training internists throughout the continent. I have also contributed to the development of ETRs in other medical specialties, transitioning toward competency-based education and assessment, offering insights from an educational and implementation perspective.

The ManagiDiTH programme uniquely matches my ambition to bridge my expertise in healthcare management and education with an advanced understanding of digital transformation and artificial intelligence (AI). My goal is to implement AI in healthcare in a way that transcends the simple digitization of existing workflows. Instead, I envision patient-centered, ethically sound, and inclusive digital solutions co-created with and for healthcare professionals, patients, and institutions. Such transformation requires more than just technological know-how; it demands a design-thinking approach, digital literacy, and respect for privacy, equity, and human values.

In this light, I see a growing need to foster the digital literacy of healthcare professionals, patients, and management alike. We must ensure that digital innovation does not unintentionally widen the gap between those who are digitally empowered and those who are not. Inclusivity must remain a core tenet of any transformation process—especially when supporting individuals with low health or digital literacy. Through this master's programme, I hope to gain the tools and network to support this vision at a European level.

I am particularly interested in contributing to the development of broad, transdisciplinary training programs that define essential competencies and entrustable professional activities (EPAs) for healthcare professionals in the digital age. This educational transformation must be as intentional and rigorous as the technological advancements driving it. With my background, I am well-positioned to support and lead this effort. As part of this shift, clinicians across all specialties must be equipped to critically evaluate the rapidly expanding body of diagnostic, prognostic, and therapeutic research involving artificial intelligence.

The international, multidisciplinary nature of the ManagiDiTH programme, coupled with its focus on ICT-supported innovation, offers the ideal environment to realize these ambitions. I am excited by the opportunity to learn from and contribute to a community of like-minded professionals across Europe, and to co-create healthcare systems that are not only more efficient, but more humane.

Thank you for considering my application. I look forward to the possibility of engaging deeply with this transformative field through the ManagiDiTH programme and to making a meaningful contribution to the digital future of healthcare.

Warm regards,

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