

To

17th May 2025

The Admissions Committee

MSc in Managing Digital Transformation in the Health Sector

Dear Members of the Admissions Committee,

I want to take the opportunity to express my interest in joining the MSc Program in Managing Digital Transformation of Health Sector offered by the ISCTE (Portugal) in collaboration with the Laurea University of Applied Sciences (Finland) and the Aristotle University of Thessaloniki (Greece).

I have witnessed the era when hospital systems were entirely manual. I saw firsthand the potential of digitalization and how it could revolutionize healthcare almost daily. The extensive data generated daily could not be used to improve healthcare efficiently due to the lack of a centralized digital system. Similarly, a lack of coordination among various specialties in the hospital and total dependence upon a manual system were not only time-consuming but also complicated the healthcare delivery process.

The modern world is quickly moving towards digitalization in every walk of life, including health care. It is essential in the health sector for better integration, coordination and patient care. With over a decade of clinical experience, I have come to recognize that it is imperative to transform health care so that it is not only patient-centered but also digitally enabled to incorporate new ways of health care delivery and the latest modalities of integration and management. Our hospital went paperless a few years ago, and the benefits are there for everyone to see. Therefore, I decided to formally educate myself in managing digital transformation to keep pace with the changing healthcare landscape. The MSc program offered by your esteemed universities aligns perfectly with my vision to achieve that goal and be an agent of change.

As a surgeon, I am required to provide the best possible care to my patients through teamwork, precision, and perseverance. Striving for constant improvement is a basic tenet of being a doctor. However, the limitations of traditional healthcare models often create hurdles in achieving our goals. The conventional health system has weaknesses like a poorly integrated information system, inefficient care coordination and underutilization of an enormous amount of data that is generated, which could be used for improvements in health care. Being a surgeon whose job primarily involves working in a highly demanding environment and sometimes making split-second decisions during surgery has driven me to improve my work through structured digital transformation for better decision making and continuity of care. An example would be the use of risk models used all the time in cardiac surgery. Refining these models and rendering them

more accurate and precise through machine learning models and AI would significantly impact decision-making for the surgeon and the patient.

Beyond my clinical work, I bring a robust academic foundation that will enable me to consider a structured education in digital transformation. I have authored over 30 peer-reviewed publications and presented at international forums. While these achievements reflect my commitment to evidence-based practice, they also underscore my capacity for critical thinking, innovation, and collaborative work — qualities I intend to further refine through this MSc program.

It is particularly exciting to learn about important aspects of digitalization in healthcare, like blending digital technology in healthcare, management strategy, the use of AI in healthcare, and digital leadership. My aim is to integrate these skills into real-world clinical settings in our hospital to generate more efficient care pathways in cardiac surgery at the department and organizational levels.

I am confident that my passion for constant improvement in my field, realization of the needs of the modern world, and love for transformative leadership make me a strong candidate for this MSc program.

I look forward to the opportunity to grow as a digital health leader under your guidance.

Thank you for considering my application.

Warm regards,
Dr. Imran Khan
Consultant cardiac surgeon
Almana Hospital, Saudi Arabia
Cardiac.imran@gmail.com

A handwritten signature in black ink, appearing to read 'Imran Khan', with a stylized flourish at the end.