

**CURRICULUM 2021**

**MASTER'S DEGREE PROGRAMME IN  
PEOPLE-CENTRED AND INNOVATIVE  
LEADERSHIP IN HEALTH SERVICES 90 ECTS**

DIACONIA UNIVERSITY OF APPLIED SCIENCES

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**MASTER OF HEALTH CARE**

**MASTER OF SOCIAL SERVICES**

**2021**

## DESCRIPTION OF THE PROGRAMME

The Master's Degree Programme in People-centred and Innovative Leadership in Health Services conforms to the rapidly changing and constantly increasing number of competence requirements and demands in health care that aims to improve the health and well-being of populations, reduce inequalities and establish people-centred health services through an interdisciplinary approach.

The Master's degree programme studies in People-centred and Innovative Leadership in Health Services consist of advanced professional studies (40 ECTS), elective studies (20 ECTS) and a master's thesis (30 ECTS). The advanced professional studies include the following studies which all Diak's Master School students must complete: Professional development and expertise 5 ECTS, Academic writing and research communication 5 ECTS, Research methods 5 ECTS and Research methods in practice 5 ECTS

In advanced professional studies, students can choose to focus on:

**1 Evidence-based and people-centred health services 20 ECTS;**

or

**2 Innovative and collaborative leadership 20 ECTS**

Students can further expand their competence by choosing elective studies in English from the degree programme's available elective modules or from other master's degree programmes offered by European institutions of higher education belonging to the 3IN Alliance ([3inalliance.eu](http://3inalliance.eu)).

The Master's thesis (30 ECTS) is a research and development project that serves the working life in the field of health care. The thesis is commissioned by a working life organisation but can also be an RDI (Research, Development and Innovation) project done for Diak. The thesis supports the development of independent research, analytical and critical reflection skills and self-management skills.

### CURRICULUM 2021

# MASTER'S DEGREE PROGRAMME IN PEOPLE-CENTRED AND INNOVATIVE LEADERSHIP IN HEALTH SERVICES 90 ECTS

MASTER OF HEALTH CARE  
MASTER OF SOCIAL SERVICES

<b>ADVANCED PROFESSIONAL STUDIES (compulsory)</b>	<b>20 ECTS</b>
Professional development and expertise	5 ECTS
Academic writing and research communication	5 ECTS
Research methods	5 ECTS
Research methods in practice	5 ECTS
<b>ADVANCED PROFESSIONAL STUDIES (select 20 ECTS)</b>	
<b>EVIDENCE-BASED AND PEOPLE-CENTRED HEALTH SERVICES</b>	<b>20 ECTS</b>
<b>EVIDENCE-BASED AND PEOPLE-CENTRED HEALTH CARE</b>	<b>10 ECTS</b>
People-centred evidence-based practice	5 ECTS
Quality and effectiveness of people-centred practice	5 ECTS
<b>SERVICE-DESIGN IN PEOPLE-CENTRED PRACTICE AND INTEGRATED HEALTH SERVICES</b>	<b>10 ECTS</b>
Service-design in people-centred practice	5 ECTS
Service-design in integrated health services	5 ECTS
<b>INNOVATIVE AND COLLABORATIVE LEADERSHIP</b>	<b>20 ECTS</b>
Managing change and diversity	5 ECTS
Collaborative leadership*	5 ECTS
Leading co-creation*	5 ECTS
Leadership and evaluation in health care and social services	5 ECTS
<b>ELECTIVE STUDIES</b>	<b>20 ECTS</b>
<b>THESIS</b>	<b>30 ECTS</b>
<b>Total</b>	<b>90 op</b>

*\* Advanced professional studies (10 ECTS) are mutual studies for students in the Master's degree programme in People-centred and Innovative Leadership in Health Services 90 ECTS and Monialainen ja yhteensovittava johtaminen 90 ECTS (Master's degree programme in Finnish).*

**PRO0005Y21S**    **PROFESSIONAL DEVELOPMENT AND EXPERTISE**    **5 ECTS**

*Objectives/  
learning  
outcomes*

The student:

- is able to analyse national and international competence requirements in diverse, continuously changing interdisciplinary environments.
- is able to recognise their professional development needs, strengths and priorities and create a personal development plan.
- is committed to life-long learning and continuous professional development.
- promotes the philosophical and ethical foundations of decision-making in interdisciplinary collaboration.
- develops their self-management skills and acts actively as an expert at the regional, national and international levels.

**ACA0005Y21S**    **ACADEMIC WRITING AND RESEARCH COMMUNICATION**    **5 ECTS**

*Objectives/  
learning  
outcomes*

The student:

- develops their academic writing competence and critical reflection skills.
- develops their written and oral academic writing presentation competence in an accurate, appropriate and convincing manner.
- is able to analyse, evaluate and synthesize information critically, creatively and understandably.
- is able to communicate their key messages, findings and implications in different networks.
- is able to use appropriate self-assessment and peer-assessment methods in academic writing and presentations.

**RME0005Y21S**    **RESEARCH METHODS**    **5 ECTS**

*Objectives/  
learning  
outcomes*

The student is able to:

- describe the nature of quantitative and qualitative research as well as the premises of the methodology and philosophy of science.
- search for and critically evaluate national and international quantitative and qualitative scientific information and apply it to research, development and innovation (RDI) activities in accordance with the defined problem or purpose.
- justify the most appropriate data acquisition and data analysis method for the defined problem or purpose.
- design a plan for work-based RDI activities and embed ethical aspects into the research project.
- analyse and evaluate the validity and reliability of RDI activities.

**RMP0005Y21S RESEARCH METHODS IN PRACTICE**

**5 ECTS**

*Objectives/  
learning  
outcomes*

The student is able to:

- apply quantitative and/ qualitative research methods appropriately to acquire and analyse information.
- apply participatory research methods in practice.
- analyse, interpret and report the RDI results and how they can be implemented in practice.
- follow the principles of responsible conduct in research, data protection and research ethics.
- apply the principles of open science and research in RDI activities.

**EVII1010Y21S EVIDENCE-BASED AND PEOPLE-CENTRED HEALTH CARE 10 ECTS**

**EVII105Y21S People-centred evidence-based practice 5 ECTS**

*Objectives/  
learning  
outcomes*

Student is able to:

- identify a practical problem based on an accurate assessment and formulate the practical problem into a question that can be answered.
- acquire the most suitable evidence to answer the relevant questions related to practice and transforming and restructuring health care.
- act independently and integrate critically appraised and most suitable evidence with professional judgment, expertise and client preferences to deliver quality health care.
- critically evaluate the changes and outcomes of decisions made on the basis of evidence to ensure the provision of high-quality health care.
- commit to a consistent evidence-based practice to increase favourable outcomes.

**EVII205Y21S Quality and effectiveness of people-centred practice 5 ECTS**

*Objectives/  
learning  
outcomes*

Student is able to:

- ensure the culture and infrastructure lead to evidence-based practice as a standard of people-centred health care.
- develop consistent evidence-based practices by acting as a mentor, educator and consulting expert to other health-care team members.
- act as a change agent and collaborate with interdisciplinary teams and networks to design, implement and evaluate the outcomes of initiatives / development projects.
- establish a continuous evaluation of outcomes and inform colleagues, administrators and policy-makers of the benefits of and resources needed for evidence-based practice.
- promote the availability of evidence by communicating and disseminating the best practices at local, regional, national and international levels.

<b>EVI2010Y21S</b>	<b>SERVICE-DESIGN IN PEOPLE-CENTRED PRACTICE AND INTEGRATED HEALTH SERVICES</b>	<b>10 ECTS</b>
<b>EVI2105Y21S</b> <i>Objectives/ learning outcomes</i>	<b>Service-design in people-centred practice</b> Student is able to: <ul style="list-style-type: none"> <li>• apply a service-design approach and method to a client's service pathway and adopt new methods to understand and develop the client experience.</li> <li>• assess, plan and coordinate people-centred and culturally responsive strategies in the delivery of services to meet the complex needs of clients.</li> <li>• implement a service-design method in the client's service pathway in order to enhance the safety and quality of care, improve client outcomes and reduce the fragmentation of services.</li> <li>• empower and engage clients, carers and families/households to make effective decisions about their health.</li> <li>• evaluate the significance of a service-design method in the client's service pathway and for the client's satisfaction.</li> </ul>	<b>5 ECTS</b>
<b>EVI2205Y21S</b> <i>Objectives/ learning outcomes</i>	<b>Service design in integrated health services</b> Student is able to: <ul style="list-style-type: none"> <li>• apply a service-design approach and method in service development and adopt methods to understand and develop equitable and efficient services.</li> <li>• define service priorities and develop service processes based on an integrated and people-centred approach.</li> <li>• navigate and integrate people-centred service across the healthcare system to promote effective health care.</li> <li>• collaborate interdisciplinarily with public, private, and third sectors to ensure the provision of equitable services.</li> <li>• evaluate the significance and effectiveness of service design in the development of health services.</li> </ul>	<b>5 ECTS</b>
<b>INN0020Y21S</b>	<b>INNOVATIVE AND COLLABORATIVE LEADERSHIP</b>	<b>20 ECTS</b>
<b>INN1005Y21S</b> <i>Objectives/ learning outcomes</i>	<b>Managing change and diversity</b> Student is able to: <ul style="list-style-type: none"> <li>• analyse national and global change needs in organisations and networks.</li> <li>• analyse transformative leadership paradigms in a diverse social and health care sector.</li> <li>• analyse how service delivery in diverse systems connects management and leadership.</li> <li>• develop their strategic thinking in development processes, teams, organisations and networks.</li> <li>• advocate for ethical and sustainable management and leadership in diverse social and health care contexts.</li> </ul>	<b>5 ECTS</b>

**INN2005Y21S Leadership and evaluation in health care and social services 5 ECTS**

*Objectives/  
learning  
outcomes*

Student is able to:

- evaluate and manage the quality of services in the social and health care sector.
- apply evaluation methods to develop leadership strategies in collaborative and interdisciplinary teams and networks.
- apply information and knowledge management in digital environments and local work settings.
- apply methods of social and health-care economics in practice.
- manage high quality and effective client-centred service processes and is committed to accountable and ethical management and leadership.

**INN3005Y21S Collaborative leadership 5 ECTS**

*Objectives/  
learning  
outcomes*

Student is able to:

- develop a comprehensive understanding about collaborative leadership in complex social and health-care fields and diverse leadership structures.
- promote and support high-quality collaboration, self-management as well as a resilient and innovative work culture in interdisciplinary teams, organisations and networks.
- apply an ethical leadership and a coaching leadership style to diverse development processes.
- facilitate implementation processes by adapting technological and digital solutions when leading collaboration and professional development in teams, organisations and networks.
- advocate for a collaborative leadership by focusing on mutual trust, dialogue and collective goals in relationships and results.

**INN4005Y21S Leading co-creation 5 ECTS**

*Objectives/  
learning  
outcomes*

Student is able to:

- develop their co-creation competence when leading development processes.
- lead co-creation processes in interdisciplinary collaboration with service users.
- lead organisational change processes by applying appropriate co-creation methods.
- facilitate and evaluate co-creation processes and their outcomes to promote reflective and innovative practices.



*Objectives/  
learning  
outcomes*

The student is able to:

- select and integrate an appropriate theoretical and conceptual framework to structure all aspects of the RDI process.
- apply appropriate research and development methods to RDI projects in a systematic and ethical manner.
- act with initiative and responsibly when carrying out RDI projects with relevant partners and organisations.
- report and disseminate the results of RDI projects.
- critically assess the results of RDI when developing professional practice.

