Sharon Matthias

Sharon Matthias has spent her professional life observing and learning from her experience in health and other public systems to understand how they work and, more importantly, how they could work better. She constantly seeks ways to innovatively design our major public systems so they better help people to create meaningful lives and achieve our highest potential. She's known in her professional life as a pragmatic provocateur, a thinking and learning partner, as well as consultant, mentor and colleague.

Through her consultancy Matthias Inc: Connecting for Innovation, she helps government, public and nonprofit leaders to purposefully co-design new and systemic approaches to vexing issues. She's known for her systemic design and out-of-the-box thinking (one client says it's "out of the building thinking!"), helping people think differently about challenging situations and to design practical, innovative approaches to resolving them. Co-founder of Innovation Platform, a non-profit social enterprise, she collaborates with others interested in contributing to a knowledge base for advancing societies through social innovation of policy and business models.

Sharon's professional experience is eclectic - from forensic toxicology, health and safety, health and social systems' policy and operations, to citizens engaged in co-designing macro public policy, and person-oriented systems. Her 30-year consulting practice builds on this wide-ranging experience as well as her academic background in Pharmaceutical Chemistry, Business and Action Learning.

Sharon is a lifelong learner, committed to learning from experience to grow her adaptive capabilities for higher quality of life. Her personal action research explores whole society governance with synergies across private, non-profit and public systems. She uses her photography and writing to express concepts. Her books (in development) crystallize key life and career learnings - "*Gifts Wrapped in Barbed Wire: a life journey from surviving and coping to thriving and flourishing*" and "*The Art and Science of transforming public systems*".

Sharon lives in Alberta, Canada. Her tag line and favourite quotes:

> *We design our future with every decision we make - Our choice is whether we do it intentionally.*

> *It's no good trying,* Alice laughs. *Only fools believe that impossible things can happen.* The Queen responds: *When I was your age I would practice at least half an hour a day, to imagine five or six unbelievable things before breakfast. (Lewis* Carroll) (Sharon's addition - once practiced at imagining them, work on co-designing and implementing ways to achieve them).

> *How you imagine life determines how you live it.* (David Suzuki)

> *"Another world is not only possible, she is on her way. On a quiet day, I can hear her breathing."* (Arundhati Roy)

Education and Lifelong Learning

Bachelor of Science in Pharmacy, University of Saskatchewan;

M.Sc. (Pharmaceutical Chemistry) University of Alberta;

M.B.A. University of Alberta;

Integral Associate Coach (see https://www.integralcoachingcanada.com)

Western Career Assignment Program: One of three Government of Alberta positions on the Western Career Assignment Program for development of public sector executives.

Sharon is committed to '*learning as a way of being*' and combines personal reflection on life and professional experiences with a wide variety of short courses, seminars and personal reading related to new sciences, systemic design, adaptive organizational forms, public policy. Her current self-directed learning and research focuses on the whole system architecture and development of resilient and thriving citizens, communities, organizations and societies.

Professional Experience

Matthias Inc: Connecting for Innovation (1985-present) Policy and management innovation consulting. Clients include provincial, federal and municipal governments, First Nations, and non-government organizations. (see Services Profile attached)

Innovation Platform (2014-present), a non-profit social enterprise focused on developing a knowledge platform for diverse sources of learning how societies evolve and grow and can be purposefully stimulated through social innovation of policy, business and network models.

Assistant Deputy Minister, Health and Regional Social Services Yukon Health and Social Services (1991 – 1993) Key policy and management issues included implementation of the Yukon Health Act, transfer of services from the federal government administration, implementation strategies for First Nations' self-government, and integration of Health and Social Services.

Executive Director, Management Support Services Alberta Community and Occupational Health, 1987 – 1989, providing executive and management support services (legislative development, strategic planning, policy issues management, evaluation and management audit) as well as a 'skunkworks'.

Alberta Occupational Health and Safety, (1978 – 1985) Initially as Occupational hygienist doing worksite inspections. As Manager of Standards and Projects led Health Services legislative development and province-wide industry review programs, shifting the focus from prescriptive based to a performance-based approach. F/P/T working group (provincial and national members representing government, industry and unions) developing Workplace Hazardous Materials Information regulation, and compliance.

Residential Real Estate agent, Edmonton area (1976 – 1978) gave practical experience in sales, marketing and human behaviour.

R.C.M.P. Crime Detection Laboratory Edmonton (1968 – 1976) Alcohol toxicologist and Expert Witness in alcohol-related criminal proceedings. Section Head, Alcohol Section, responsible for laboratory services, and breathalyzer operator training to assist R.C.M.P., municipal police forces and Canadian Forces in Germany, and being an expert witness in all levels of court in cases of impaired driving, murder and such alcohol-related offences.

Macro-Policy, Board Governance, Small Business Experience

Owner, Matthias Inc. Professional policy and management consulting firm (1985 - present);

Founder and Board Chair, Innovation Platform, a part 9 Non-Profit social enterprise (2014-present);

Board Member, Transformational Research Network (2016 – present)

Board Member, small pharmaceutical company. Edmonton, Alberta (mid-1990s);

Member, Minister of Advanced Education's Steering Committee to develop a Policy Framework to support a Learning Alberta (2005-2006);

Member, Provincial Health Council of Alberta 1995 – 1998, a macro-accountability body to bring a citizen's perspective to assessing the progress of health reform and the performance of the health system;

Provincial/Territorial Representative (Yukon Government), Canadian contingent to the 1992 World Health Assembly.

Community Service

Patient representative: Partnership Against Cancer Person-Centred Advisory Committee (2014-17);

Patient Advisory Committee co-chair and member, CanIMPACT - a CIHR funded research study to improve linkages between specialty cancer care and primary care (2014- present);

Chair, member, Alberta Campus Mental Health Innovation Approval Panel (2013 - 2015)

IMAGINE: Citizens Collaborating for Health

Associate, Foresight Canada; Honoured Fellow, Canadian Institute for Conflict Resolution; Member, SROI (Social Return on Investment) Network, Systemic Design Research Network.

Photography

Sharon is a committed amateur photographer and often uses pictures and graphics to represent complex interactions in social policy and organization design. In addition, she has created two books that are collections of her photographs -*Wendy's Garden*, The *North, a Place of Peace and Majesty*, and contributed to another - *A Year of Pilgrimage*.

Presentations (examples)

Relating Systems and Design (RSD6 – 2017, Oslo, Norway:
- Systemic Maturity Models and Multi-organizational Collaborations: Alberta Campus Mental Health Innovation.
- Wellness, Flourishing and "Over the Horizon" innovation in policy and policy implementation.

"Operationalizing the Person Oriented Cancer care system - a patient perspective". Poster Session, Canadian Partnership Against Cancer, Innovations in Cancer Care conference, 2016.

Keynote presentations: Alberta Students Executive Council Conference: Students and Mental Fitness; Edmonton Traffic Safety Conference 2010; Palliser Health Authority Research Day 2006; Red Deer College and David Thompson Health Region Nursing Conference, 2007 – Scholar Practitioner and Evidence Committed Organizations: The Developmental Journeys;

Public Sector Innovation, and the Architecture of Public and Non-profit sector programs - various public sector audiences.

"Scholar Practitioners Succeeding in White Water Environments - when progress isn't in a straight line" Research Transfer Network of Alberta, AHFMR, November 2009;

"Alberta vision for a vibrant and prosperous province: Slogan or achievable outcome? --Thinking holistically, creating a bold new world, together". AB Environment Hot Topics, March 2004.

Publications (examples):

RSD6 Working Papers– www.systemic-design.net Wellness; Maturity Model for assessing progress

 "*Transforming my aging script*", in international best seller *Pebbles in the Pond, Wave 3*, and Provocateur Paper: "*Can Aging be an Opportunity?*" available at www.PositionsOfInfluence.com

"We Can Build a Better Health System: A Values-Based, Citizen-Centred Design Framework". In Stingl, M. and Wilson, D., eds, *Efficiency vs Equality: Health Reform in Canada* 1996, Halifax: Fernwood Publishing

"Health Promotion in the Yukon Territory". In *Health Promotion in Canada: Provincial, National and International Perspectives,* Pederson, A., O'Neill, M., and Rootman, I., eds, 1994, Toronto: W.B. Saunders Canada

Shiell, A., Hawe, P., Perry, R., & Matthias, S. "How health managers think about risk and the implications for portfolio theory in health systems", Health, Risk & Society, 11 (1), (2009) p 71-85

Hayward, S., Wright, K.R., Matthias, S. "Replicating Social Programs: Analyzing the SEARCH Classic Program in the Context of Replication into a New Jurisdiction "(2007). SEARCH Canada Breaking Ground Series; Casebeer, A., Hayward, S., MacKean, G., Matthias, S., Hayward, R. "SEARCH Canada: Building capacity in health organizations to create and use knowledge"; in *Evidence in action, acting on evidence* CIHR. Available at http://www.cihr-irsc.gc.ca/e/30667.html

Birdsell, J and Matthias, S. "Networks and their Role in Enhancing Research Impact in Alberta: Report from a Workshop held July 21-23", Alberta Heritage Foundation for Medical Research 2003 (available at http://evaluationcanada.ca/distribution/200312_birdsell_judy_mathhias_sharon.pdf

"Designing a Sustainable Health System". Poster Session for 6th National Health Promotion Conference, 2002, Victoria, B.C.

 "Strategic Considerations for Recreation and Parks in Support of the Alberta Vision" (2001). Available at: http://www.arpaonline.ca/rr_rpts.html

 "Complementary Therapies and their role in the future healthcare needs of Albertans". Commissioned Policy paper for the Premier's Commission on the Future Health needs of Albertans.

Matthias Inc: Connecting for Innovation
Services Profile

Matthias Inc: Connecting for Innovation, supports government, public and nonprofit leaders to purposefully co-design systemic and innovative solutions to vexing issues. Matthias Inc. has a long history of helping people think differently about challenging situations and systemic approaches.

Matthias Inc's reputation is founded on the belief that our public and private systems are perfectly designed to create the current results. If we want different outcomes, then we must do things differently- and that means thinking about the issues and aspirations differently. Systemic and outcomes-based whole system design is a way to grow sustainable systems that achieve desired outcomes. Innovation may be related to services or to organizational components (the way work is designed, governed and managed) as well as information sources and decision-making processes for multi-organizational systems. Approaching innovation in public sectors must take account of the realities of public sector operation and multiple accountabilities.

Full list of projects available on request. Examples include:

Governance and Systems Design & Evaluation
- **Strategic social innovation:**

  - Strategic Action in Relational Professions – supporting Alberta Teachers' Association to evolve the conventional strategic planning process to one that is congruent with relational, professional services for public good in a 21st Century rapid and dynamic, highly complex change.

  - Rural Community Mental Health, supporting innovative approaches to building rural communities' capabilities to improve citizens' mental wellness, reduce stigma, and access appropriate treatment and supports for mental illness and addictions. (Canadian Mental Health Association, Alberta Division)

  - Alberta Campus Mental Health Innovation (ACMHI) Legacy Project supporting innovative, student-leader led approaches to improving Post-Secondary students' mental wellness, reduce illness and stigma through a Mentally Healthy Campus approach, and operationalizing the Dual Continua model of positive mental health / mental illness/disorders.

  - Coach, Social Innovation team in City of Edmonton RECOVER initiative.

  - Canadian Mental Health Association, Alberta Division Governance Board Strategic Plan based on developing an understanding of the underlying mechanisms supporting collaborative progress towards desired long-term outcomes of improving Mentally Healthy Albertans in a Healthy Alberta. The approach better respects the unique role of the provincial division in a federated association and establishes the foundation for evidence-informed strategies.

  - Community Initiatives Against Family Violence - supporting a multi-agency task force to conceptualize a health promotion approach to victims of family violence, including a conceptual model for moving along the journey from surviving through coping, thriving to flourishing, with implications for necessary system characteristics.

- Quality Framework for dynamic and strength-based Human Services, Quality Assurance and Continuous Innovation, Alberta Human Services Ministry.

- Change Lab methodology to transform child intervention program that transitions youth to independent living, (with HereToThere team) Edmonton Region Child and Youth Authority.

- Governance framework for senior executive decision making across the e-scanning, issues management and program management functions in a federal government northern region;

- Networks achieving organizational goals in health and human services: exploratory workshop bringing together academic experts and practice leaders. (with ON Management Consulting).

- Community Supports Model, a model for weaving cross-Ministry programs and services for people who need personal supports or technical aids to live and actively participate in the community - those with physical or mental disabilities, seniors, and Albertans on early discharge from acute care hospitals. This project brought together clients and community representatives with government departments of Health, Family and Social Services, Education and Community Development.

- **Systemic Learning Evaluation**

   One of the family of developmental evaluation methodologies, systemic learning evaluation supports the need for assessing progress and articulating the necessary delivery and management systems in early stage innovations. This is a critical foundation supporting any scaling of promising practices to full scale routine operation and replacing outdated services.

- Generative Conversations: A new approach to rural community development (Volunteer Alberta);

- All in for Youth, multi-sector multi-outcome collaboration with potential to improve K-12 students and their families to improve academic performance, students' and families' resilience and safe communities - building a learning and evaluation approach for collaboration and transition management (with Suddards and Associates).

- Land Use Framework Knowledge Network, which connects researchers, policy-makers, practitioners and organizations to support effective land use decision-making;

- Taking Shelter with Literacy Project, a partnership of Literacy Alberta and Further Education Society of Alberta, funded by Safe Communities - supporting Shelters to build literacy-informed programs and organizations as well as trauma-informed philosophy;

- iCCAN (Innovative Communities Connecting and Networking) project, a public and nonprofit/voluntary sector innovation funded by Alberta Advanced Education and Technology's Access to the Future Fund, aimed at improving learner access and community learning and voluntary organizations' capability for technology-enabled learning practices (Phase I and II);

- Learning History of the Alberta Centre for Child, Family and Community Research, a public sector innovation aimed at improving Alberta's capability for conducting and using policy-relevant evidence on child, family and community issues (with KRW Knowledge Resources);

First Nations and Indigenous Partnerships

- 'Many Jurisdictions One System' Initiative with North Peace Tribal Council, Capital Health, Northern Lights Health Region, and First Nations Inuit Health Branch to develop a vertically and horizontally integrated primary health services capacity involving services of three jurisdictions (Provincial, Federal and First Nation).

- Senior project consultant for the Alberta Chamber of Resources' Aboriginal Programs Project, to develop a comprehensive picture of ACR members' involvement in Aboriginal programming. (with Walker and Associates).

- Interim Health Director for Stoney First Nation, while the First Nation was under third party management of INAC.

- Strategic Plan, Nunee Health Authority: Fort Chipewyan; Integrated Health Plans: Tallcree, Beaver and Dene Tha First Nations: North Peace Tribal Council

Accountability Systems and Performance Measures

- Indicators and tracking systems for a Balanced Score Card for a medium-sized information systems design company. This provides the capacity for tracking growth and progress in human, intellectual capital and financial assets, to support management assessment of progress of the new strategic directions, and for staff and management accountability.

Information Systems Design and Building Organization Capabilities for Evidence Based Decision Making

- Business analysis and enterprise-wide information model development in Information System projects (HIPS for Alberta Health, the Mental Health Information and Systems Plan and a variety of minimum data-sets)

Leadership Training & Development: Governance, Professional, Management

- MacEwan University, Executive Leadership in the Non-profit sector program: Sessional Instructor - LENP 400: Generative Governance and Collaborative Leadership; OrgA414: Introduction to Public Affairs-Government and Regulatory Issues.

- Leadership Development for Women in Science, Engineering, Technology and Trades. (Strategic Framework and 7-module series) - for WinSETT Centre. Senior Managers' workshop in Strategic Leadership in Diversity Innovation. (2010 - 2012)

- Building Capacity for Organizational Transformational Change. Bethany Care Organizational Effectiveness (with Capacity Consulting Inc.)

- Integrated strategies to support Regional Health Authorities and Universities to develop individual and organization capability for using systematic, evidence-based approaches for clinical, program and policy decision making. Startup Program Manager for SEARCH Canada, Lead faculty for the Using Theme, an innovative approach to building capability for using evidence in practice and policy.