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Mrs Yolanda Mandell
32 Furzehill Road
Borehamwood
Herts
WD6 2DF

Finsbury Tower
103-105 Bunhill Row
London EC1Y 8TG
Telephone: 020 7448 9200
Fax: 020 7448 9222
Text phone: 020 7448 9292

www.chi.nhs.uk
Direct Dial: 020 7448 9315
Email: steve.graham@chi.nhs.uk

To Whom It May Concern:

I worked with Yolanda Mandell from October 2000, when I joined the newly forming organisation, to November 2002 when she left for a better position in the NHS. I was thus very familiar with her work and capabilities. Yolanda had a strong healthcare background and on joining CHI in its first months, she took on the task of developing and managing the administrative support staff and arrangements, particularly those in support of Clinical Governance Reviews. To enable her to ensure that the administrative support was appropriate and effective, she remained closely involved with the development of the Review process, and on clinical governance issues in general. Following a re-organisation and refocusing in CHI, Yolanda took on a demanding task of developing the corporate administration systems for the Commission, including the development and implementation of complaints handling, confidentiality policies, preparation for the Freedom of Information Act and Electronic Data Management. All of these areas, including the initial administrative support arrangements required Yolanda to work from first principles – recruiting, training and mentoring staff, as well as devising the processes by which these activities would be undertaken and managed.

Yolanda thus combined a strong understanding of clinical governance and its regulation with proven administrative and management skills. She was required to write business cases and papers in support of the organisational development issues that she faced, and proved her ability to produce well-written timely reports. While she was involved in a broad range of activities in CHI, she was particularly effective in setting up the complaints and correspondence tracking system to ensure that CHI's own performance reflected what would be expected from reviewed NHS bodies. She also acted as the Allied Health Professional member of a review team for two clinical governance reviews.

Yolanda was a considerable force in the development of this organisation and I am very grateful for the work that she did for me and for CHI. While I regretted her departure, I commended her reasons and I wish her well in her future.

Steve Graham

Director of Corporate Services