



**DEPARTMENT OF VETERANS AFFAIRS**  
**Puget Sound Health Care System**  
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**To Whom It May Concern:**

I have known Bonnie Hovel for 18 years, since 1992 when she began working at VA Puget Sound Health Care System (VAPSHCS). During this time, Ms. Hovel and I have worked together in several capacities, including collaborating to design and implement a Continuous Quality Improvement environment at VAPSHC. I have found her to be skilled and knowledgeable in many areas, including the following:

- Strategic planning and strategic thinking
- Group facilitation for retreats, training and cross-functional teams
- Organizational Development, both small and large-scale
- Team building and team skills training
- Using and teaching Quality Improvement tools
- Mentoring and training interns and supporting employees in their personal and professional growth

Since Ms. Hovel retired from federal service in 1998, I have used her company GroupWyse's services for various consulting and facilitating projects. Bonnie facilitated retreats for the Quality Improvement team when I was Executive Director and for the Chief Officers of VISN 20 during my tenure as Regional Quality Manager. I was a participant at several of her retreats and I found her services to be beneficial, informative and team building.

I'd like to highlight two of Ms. Hovel's strengths. She is particularly good at assessing the needs of group members through pre-retreat interviews and designing appropriate interactive exercises to accomplish agreed-upon objectives. She also works effectively with people of varying education levels and healthcare disciplines. There is often a disparity of viewpoints and abilities and she equalizes the environment to make sure all voices are included, which increases trust and allows tasks to be more readily accomplished.

I would not hesitate to contract with Ms. Hovel again and would gladly recommend her to assist other organizations in their consulting, facilitation and training needs.

Sincerely,

A handwritten signature in cursive script that reads "Catherine L. Dickson".

Catherine L. Dickson RN, MA  
Acting Director, Quality Improvement  
Puget Sound Health Care System