

ATTACHMENT 9 – FIRM REFERENCE FORM

Instructions:

Provide two (2) Firm References from two different Projects cited in the **Attachment 8 - Firm Mandatory Qualifications Table**. Each Firm Reference must clearly identify the Customer/Client Reference individual and that individual's Agency, Department, Organization or Company where the Contractor performed the experience.

The Firm references must be submitted within the Business Proposal as defined within RFP Section 6 - Proposal Structure and Submission, including signature of the customer/client reference.

References:

Provide two customer/client references from customers/clients who have first-hand knowledge of the Contractor's performance.

The Consortium reserves the right to contact individuals, entities, or organizations who have had contracts or relationships with the Firm proposed for this effort, whether or not they are identified as references, to verify that the Firm has successfully performed their contractual obligations on other similar projects.

FIRM REFERENCE FORM	
Contractor Name: Accenture LLP	
TABLE 1 – Reference's Information	
This information should match the information provided in Attachment 8 – Firm Mandatory Qualifications.	
Customer/Client Reference Name:	Corey Lloyd
Customer/Client Reference Title	Contracts Specialist
Agency, Department, Organization or Company where Staff member performed:	Centers for Medicare and Medicaid Services (CMS)
Project Title on which Staff member performed	Federally Facilitated Exchange (FFE)
Reference Phone Number:	[REDACTED]
Reference E-mail Address:	[REDACTED]

Instruction for References: The Contractor Staff above has listed you as a reference and is requesting for you to complete this Firm Reference Form. Please provide your comments and the appropriate rating based on your experience with the proposed Staff.

- Step 1:** Complete Columns 1-2 in Table 2 by marking "yes" or "no" and providing an explanation if needed.
- Step 2:** Complete Table 3 and provide your performance ratings.
- Step 3:** At the bottom of the page, print your name, your company's name, then sign and date.
- Step 4:** Return the completed, signed Staff Reference Form to Contractor.

TABLE 2 – The Reference Must Complete This Table.	
COLUMN 1	COLUMN 2
Did the Contractor provide you with a copy of the completed Attachment 8 – Firm Mandatory Qualifications ?	Did this Firm perform the services described in Attachment 8 – Firm Mandatory Qualifications , including the functions as described and the time period provided on the project(s) that lists you as a contact?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (If "No" checked, explain here.)

TABLE 3 – The Reference Must Complete This Table.	
The Reference shall complete performance and abilities statements for the proposed Firm and overall performance rating.	
Performance and Ability Statements	
1. Describe the services provided:	

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The Patient Protection and Affordable Care Act (ACA) led to the creation of new health insurance exchanges, operating both at the state and Federal level. CMS was tasked with creating HealthCare.gov, to function as the gateway and front door to the Federal Exchange. The Federally Facilitated Exchange (FFE), inclusive of HealthCare.gov, is now one of the largest Federal programs with significant complexity and scale. FFE connects tens of millions of consumers to CMS by coordinating across 4,000+ system components, 500 insurance issuers, 32 states, 6 federal agencies, multiple trusted external data sources, 30+ additional CMS systems, and 15B+ records to provide health insurance. Supporting CMS FFE as the prime developer contractor, Accenture assumed responsibility of securely stabilizing and improving the FFE. Accenture enables enrollment and protects PII and PHI for 15M+ people annually and provides a comprehensive suite of end-to-end services.

For this contract, Accenture scope includes application and infrastructure modernization, system enhancements, maintenance and technical and business operations for Plan Management, Eligibility and Enrollment, Financial Management, along with interfaces with insurance companies for enrollment, premium payment and reinsurance programs to support premium price stabilization and accurate payments, direct enrolment partners, and IRS, DHS, SSA and other third party organizations that support the Marketplace.

Stabilization: In 2014, the CMS hired Accenture to rescue, stabilize, and enhance HealthCare.gov. In addition to serving as the prime development vendor, Accenture was tasked with finishing development of the additional systems and interfaces for the exchange. The overall program was complex with multiple stakeholders, industry partners and a large customer base. Accenture worked with CMS, stakeholders and other CMS vendors in a highly collaborative environment to make sure everybody worked toward the same goals and vision. The joint team, along with CMS, made significant progress quickly. In just six weeks, Accenture mobilized more than 500 skilled professionals to transition the project at an unprecedented speed. CMS. Accenture conducted more than 450 knowledge transfer sessions to capture over 700 knowledge artifacts. The team also hosted 16 days of intensive, requirements sessions that included CMS executives and staff, Accenture developers, testers, business architects, technical architects, and other key participants. The team captured 3,300 testable and traceable requirements. This successful transition—unprecedented in its scale and sense of urgency—reduced risk and positioned the team to start hands-on delivery and rescue activities as soon as possible.

Agile: Accenture brought methodology discipline to the program. This included introducing delivery techniques to help CMS realized business benefits incrementally, without having to wait for a full-blown or big bang solution. Accenture and CMS together created an enterprise-ready, agile approach for new development. Accenture combined its enterprise agile methods with CMS' Expedited Life Cycle (XLC) system development process. This approach blended the benefit of agile with

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CMS' requirements for documentation, auditing, traceability, and independent verification. This approach enabled efficient delivery with sound risk management and proven software delivery practices.

Collaborative Partner: Accenture operates collaboratively and with transparency. Accenture has been recognized by CMS for its efforts to aid other CMS contractors, not under contract with Accenture. This collaborative approach improves the overall success of the Marketplace.

Application and Infrastructure Modernization: Accenture has modernized significant components of FFE, while continuing seamless operations. Accenture manages the complex FFE ecosystem via APIs, the Healthcare.gov UI, partner UIs, integrated modules, and the Hub. Accenture's team includes 450 resources dedicated to software engineering, including application modernization, software development, maintenance, and security and 100+ resources focused on production operations, infrastructure management, monitoring, and data management. Accenture's innovation has enabled FFE to remain compliant with dynamically changing laws, emergency disaster response (COVID-19), and new regulations. Accenture applies a DevSecOps deployment approach with integrated automated testing to enable fast, accurate releases. Accenture has developed a testing suite of over 15,500-unit test cases, 1,400 functional tests, end-to-end, for the user interfaces; 15,400 functional data validation and batch validation tests; and, 990 transactions tested in a comprehensive, end-to-end performance suite, reflecting a real-world transaction mix.

Technical Productions Operations Monitoring: In addition, Accenture created a robust operations monitoring stack. The stack includes a suite of monitoring tools and dashboards that integrate with Automated paging software for the operations team, detailed transaction and log information; and interactive chat tools used by the operations teams, where the monitoring tools also posts automated updates.

Additional Highlights: Accenture continues to provide analysis, design, development, testing, implementation, documentation, services, maintenance, and support of the Federally Facilitated Marketplace. Highlights of Accenture and CMS work together include:

- Closed critical defects, resulting in a significant reduction of error rates.
- Delivered 900+ production releases, 100 percent on time since 2015 (99.7 percent on time over the life of the contract).
- Worked with CMS and issuers directly to successfully on-board and conduct outreach for more than 800 issuers for the Risk Adjustment / Reinsurance program, using the EDGE solution.
- Implemented Salesforce in a matter of weeks, ensuring more than 1,200 issuers received high levels of assistance in tasks related to their acceptance of marketplace policies and tools.

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- Modernized significant components of the FFE system to improve stability, performance, efficiency, and agility.
- Worked with CMS and its development partners to migrate applications supporting all areas of the business to Amazon Web Services Cloud. Successfully migrated 2 petabytes of data.
- Supported rapidly evolving new federal policy mandates while delivering exceptional system performance for the Public Health Emergency.
- The stability of the website and the program contributed to year-over-year increases in enrollment. For 2024 open enrollment, HealthCare.gov enrolled and re-enrolled 16.3 million consumers through FFE.

2. Did the Contractor produce deliverables that met both the project specifications and the agency's expectations? Please describe briefly.

Accenture manages all its contract commitments in compliance with the terms of the contract, on time and within budget and has consistently provided accurate projections. Accenture has met or exceed all Acceptable Quality Level requirements specified in the contract. Accenture has delivered 100% of deliverables on time and over 900 releases 99.7% on time over the life of the contract. Accenture utilizes a thorough program management approach to provide CMS with accurate, detailed, and timely data on budgets, schedules, resources, and risks for effective decision making.

CMS has consistently assessed Accenture as exceptional in its Contractor Performance Assessment Reporting (CPAR) scores for quality, schedule, cost control, and management of the FFM program. Overall, CMS has been very satisfied with Accenture's performance, services, and high-quality deliverables/work products throughout the duration of the contract.

3. If there were changes in the project, did the Contractor adapt to those changes and work through issues during all stages of the Project?

In the event CMS had changes in need, Accenture effectively and responsively works with CMS to address the changing needs. In addition, Accenture has worked collaboratively with CMS to develop feasible schedules and delivery timelines that align with future CMS business priorities without impacting ongoing activities, achieving a 99.7% on time delivery of release for over 9+ years. CMS has been highly satisfied with Accenture's ability to remain responsive and flexible. Accenture has demonstrated the ability to effectively manage resources to support CMS priorities no matter the complexity, timing or need. Accenture was also always flexible to adjust planned delivery dates to accommodate urgent requests.

As noted in the schedule section of the most recent CPAR, "Accenture continues to work closely with CMS to flexibly address late-breaking/ emerging changes; such as in the case of the SMS text messaging content that required last-minute changes to text messaging to be sent to consumers. [Accenture] was able to quickly adjust to support the required changes without disrupting critical OE priorities or 2023 release timelines.

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Thus, ensuring that CMS is able to continue to deliver value to our Marketplace consumers."

4. Was communication between the Contractor and your organization's Staff open, timely, complete and effective? Please briefly summarize.

Yes – AFS's approach for Governance, program management and reporting utilizes strategic governance, program governance, and tactical governance for the FFE program. AFS's proven program practices, techniques, and procedures provide the transparency, accuracy, and accountability CMS needs to successfully manage this highly complex and visible program and conforms to CMS processes, standards, frameworks and cross-functional forum support. AFS provides reliable information, plans and statuses throughout every release. They work effectively with CMS and other external stakeholders to proactively plan, communicate, coordinate and report weekly on release status, scope, schedule, and prioritizations. The approach has been demonstrated successful on FFE where they delivered 900+ releases in both Agile and Waterfall methodologies.

As the prime contractor Accenture works collaboratively and continuously engages with internal and external stakeholders in their commitment to flexibly addressing and delivering on CMS' priorities and objectives. The team embraces a "one team, one goal" mindset and "badge-less environment" to make sure everyone is working towards the same goals and vision. This includes having deep Marketplace knowledge to inform and engage in collaborative cross-vendor planning and providing quality status, appropriate escalations, and issue resolution. The team leverages agile methodologies to help improve collaboration between IT and the business, on strategic system initiatives.

5. Were any Subcontractors used by this Contractor? If so, for what purpose/major tasks? How well did the Contractor manage its Subcontractors and did your organization ever have to mediate?

Accenture does utilize subcontractors in support of this contract.

Accenture utilizes subcontractors who bring specialized skills and knowledge in tools (e.g., MarkLogic, Redhat, NGS) and system development lifecycle tasks (e.g., testing). When Accenture started on this program, several subcontracting companies were in place with the previous vendor. Accenture seamlessly stepped in to continue those collaborations in support of knowledge retention and program stability. Over almost 10 years and four consecutive contracts, Accenture continues to work with most of those same subcontracting organizations.

CMS encourages the use of small businesses and has established a contract subcontracting goal of 30% small business utilization. Accenture has consistently exceeded this CMS goal, with 50% of subcontracting dollars being awarded to small businesses.

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Approximately 175 of the ~700 FTEs on this contract are subcontractors. Accenture does an excellent job of managing these resources and companies as part of an integrated team. CMS' consistently rates Accenture as exceptional in CPAR reporting for quality, schedule, cost control, and management.

In addition, Accenture maintains compliance with CMS' requirements for subcontracting approval.

In addition to its excellence in supervising its direct subcontractors, Accenture has also been recognized by CMS for going above and beyond to help other CMS vendors, not under contract to Accenture. CMS CCIO program leadership has recognized Accenture for 50+ Contact Notable Achievements specifically related to helping other Federally Facilitated Marketplace contractors.

6. Was the Project a success?

Yes - CMS is now recognized as a leader among federal agencies for pivoting to the new: using agile techniques, DevOps, and next-generation architectures in the cloud to deliver meaningful digital experiences for consumers.

Today, HealthCare.gov is widely recognized as a federal model of readiness, accessibility, reliability, and quality. Accenture Federal, in collaboration with CMS, has helped make it easier for tens of millions of people to secure affordable and comprehensive medical coverage.

Enrollment has surged in recent years. From a total of 8.3 million enrollees in 2021, enrollment jumped to 10.3 million in 2022, to 12.2 million in 2023, and to 16.3 million in 2024—a nearly 100-percent increase in those three years. As demand for ACA plans rises, so too does the complexity and challenge for the administrators of HealthCare.gov.

People each year depend on the ACA to give them affordable access to health insurance. As the channel that connects the public to ACA providers and plans, Accenture Federal is improving the consumer experience, performance, responsiveness, and reliability of HealthCare.gov.

7. Would you rehire/recommend this Contractor? If not, why not?

Yes, CMS would contract with Accenture again.

CMS does not have reservations about recommending Accenture a future Contract award, nor do we have any reservations about our relationship with Accenture.

8. Optional Comments:

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On a scale of 1-10, with 1 being the lowest and 10 being the highest, how would you rate this Contractor's overall performance?

10 – Since 2014, CMS has consistently assessed Accenture as exceptional in its Contractor Performance Assessment Reporting (CPAR) scores for quality, schedule, cost control, and management of the FFM program. Comments supporting the most recent CPAR scores for the Period of Performance 07/11/2022 - 01/10/2023 are included below in addition to past CPAR ratings received.

Management: As noted in the management section of the most recent CPAR, “[Accenture] continues to effectively manage a team of 500 plus skilled and qualified resource staff to support new and emerging high-priority initiatives as well as ongoing priorities seamlessly, as is the case for this performance period as well. The [Accenture] teams work collaboratively and professionally with CMS and other Marketplace ADO teams to continuously deliver high-quality, reliable systems and services to our Marketplace partners and consumers.”

Quality: As noted in the quality section of the most recent CPAR, “[Accenture] has earned an exceptional rating for quality for this period of performance for driving new functional and operational enhancements alongside critical policy changes by successfully delivering on time, 193 functional requirements across 42 releases which include several enhancements to modernize key consumer communications connected to Phase 4 EDN Redesign & TMS. While also instituting the new Family Glitch policy updates, which provides millions of new consumers access to financial assistance to increase the affordability of Marketplace coverage.”

Schedule: As noted in the schedule section of the most recent CPAR, “Accenture continues to work closely with CMS to flexibly address late breaking/ emerging changes, such as in the case of the SMS text messaging content that required last-minute changes to text messaging to be sent to consumers. [Accenture] was able to quickly adjust to support the required changes without disrupting critical OE priorities or 2023 release timelines. Thus, ensuring that CMS is able to continue to deliver value to our Marketplace consumers.”

Cost Control: As noted in the quality section of the most recent CPAR, “[Accenture] continues to work with MITG to proactively identify, propose and gain the necessary CMS approvals to implement new system changes intended to minimize costs, increase operational efficiencies or reduce manual human intervention.”

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CPAR Ratings:

Quality of Service	Schedule	Cost Control	Management	Small Business Subcontracting	Regulatory Compliance
Period of Performance Assessed: 07/11/2022 - 01/10/2023 Contracting Officer (CO): Andrew Mummert					
Exceptional	Exceptional	Exceptional	Exceptional	Very Good	Satisfactory
Period of Performance Assessed: 07/11/2021 - 07/10/2022 Contracting Officer (CO): Irina Perl					
Exceptional	Exceptional	Exceptional	Exceptional	Satisfactory	Satisfactory
Period of Performance Assessed: 1/11/2021-1/10/2022 CO: Irina Perl					
Exceptional	Exceptional	Exceptional	Exceptional	Satisfactory	Satisfactory
Period of Performance Assessed: 1/11/2020-1/10/2021 CO: Ryan Kooy					
Exceptional	Exceptional	Exceptional	Exceptional	Satisfactory	Satisfactory
Period of Performance Assessed: 1/11/2019-1/10/2020 CO: Ryan Kooy					
Exceptional	Exceptional	Exceptional	Exceptional	Satisfactory	Satisfactory
Period of Performance Assessed: 1/11/2018-1/10/2019 CO: Ryan Kooy					
Exceptional	Exceptional	Exceptional	Exceptional	Satisfactory	Exceptional
Period of Performance Assessed: 1/11/2017-1/10/2018 CO: Aaron Blackshire					
Exceptional	Exceptional	Exceptional	Exceptional	Satisfactory	Exceptional

By signing this form, the Reference is certifying that all information provided on this form is correct.

Corey Lloyd Centers for Medicare and Medicaid Services (CMS)
Name of Reference (print) Name of Company Reference (print)


Signature of Reference

July, 24, 2024

Date