

11.9 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.

Table 1: Firm Reference Form

FIRM REFERENCE FORM	
CONTRACTOR NAME:	
PART 1 – REFERENCE'S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN ATTACHMENT 8 – FIRM MANDATORY QUALIFICATIONS .	
Customer/Client Reference Name:	Hugh Hale
Customer/Client Reference Title:	Chief Information Officer
Agency, Department, Organization or Company where staff member performed:	Department of Finance and Administration, Division of TennCare
Project Title on which staff member performed:	Medicaid Enterprise System Modernization
Reference Phone Number:	615.686.9925
Reference E-mail Address:	Hugh.Hale@tn.gov

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 Part 2 by marking "yes" or "no" and providing an explanation if needed.
- Step 2:** Complete Part 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.

PART 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?
☒ Yes ☐ No	☒ Yes ☐ No (If "No" checked, explain here.)
PART 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: NTT DATA assists the Division of TennCare with modernizing their Medicaid Enterprise Systems (MES), including their Medicaid Management Information System (MMIS), TennCare Eligibility Determination System (TEDS), and Health Information Technology for Economical and Clinical Health (HITECH) Act systems. NTT DATA provides Business Support Services to over 40 projects across a 10-year roadmap supported by multiple solution delivery vendors and governance partners. NTT DATA is integrated into project and program activities, providing guidance to maximizing CMS funding, quality reviews of project artifacts, user acceptance testing,	

implementation planning and certification support. In addition to providing MES module implementation support, NTT DATA also provides business support services for enterprise level implementations of back office and support tools such as ServiceNow for human resources, project and program management, and contract functions such as invoicing and change management. Additionally, NTT DATA provides business support services to the TennCare contract compliance, strategic funding, Member Services, and security operations teams.

These services include:

- Reviews of all contract and project management deliverables for accuracy, completeness, and quality, as well as identification and avoidance of any risk, and potential mitigations
- Consulting services for the TennCare PMO
- Guidance on CMS policy as well as regulations for enhanced funding and advance planning documents (APDs) as well as support for development and ongoing updates of existing APDs; support for the development of procurement documents such as requests for proposals (RFPs), requests for qualifications (RFQs), and requests for information (RFIs); and support of CMS certification evidence gathering and periodic reviews
- Support for contractor and invoice compliance processes as well as change management coordination, including review of control letters and estimates, the service level agreement (SLA) monitoring process, customized dashboards, and analytics reporting
- Support of the Member Services Department's business operations by assisting with provider portal enrollment and member communications validation
- Support for federal and state budget planning and reporting as well as CMS payment reconciliation and enhanced funding allocation verification.
- Quality assurance reviews of system test plans and results; planning, test case and script development, and execution of user acceptance testing; and monitoring and assessment of parallel testing
- Documentation and review of business processes throughout the enterprise
- System Implementation Life Cycle (SILC) compliance monitoring and artifact reviews, including detailed project work breakdown structures and schedules
- Support and participation in strategic planning
- Data conversion mapping, evaluation of test results, and validation of production outcomes
- Enterprise and technical architecture support
- Security and privacy reviews
- Support of business relationship management and documentation of business processes

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

NTT DATA uses their knowledge of the project requirements, TennCare standards and their industry expertise to provide quality deliverable reviews. NTT Data is integrated into projects allowing for a thorough understanding of the project requirements. TennCare has a standard for each of the project deliverables which NTT DATA uses to ensure that the deliverable adheres to TennCare expectations. In addition, NTT DATA applies their industry expertise to review each deliverable for compliance with CMS and other applicable industry regulations. Lastly, NTT DATA uses their business experience to ensure the items discussed in each deliverable will achieve the intended business outcome.

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?

The TennCare project environment is very dynamic with changes coming from state legislature as well as CMS. To adapt to the changes, TennCare requires each vendor to operate with a "One Team" mentality. NTT DATA, as one of TennCare's Governance Partners, participates in strategy and planning sessions for upcoming changes. With over 40 concurrent projects at different phases of the life cycle, NTT DATA has adapted well to changing priorities. These changing priorities have meant changes in staff levels as well as reassignment of staff from one

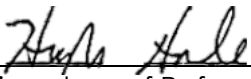
project to another. In addition, NTT DATA is integrated at the individual project level which allows for active participation in risk and issue resolution.
4. Was communication between the Contractor and your organization's staff open, timely, complete and effective? Please briefly summarize. NTT DATA staff work closely with TennCare staff daily. NTT Data in many cases is considered an extension of the TennCare staff. The TennCare "One Team" culture encourages open communication and collaboration between all vendors and TennCare staff. NTT DATA operates well in this culture.
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? N/A
6. Was the Project a success? Yes, each of the projects NTT DATA has participated in has been successful.
7. Would you rehire/recommend this Contractor? If not, why not? Yes. NTT DATA has worked with TennCare since 2013. The previous contract (4/2013 through 12/31/2020) was for IV&V services which included the services in the current Business Support contract (1/1/2021- present)
8. Optional Comments:
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?
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By signing this form, the Reference is certifying that all information provided on this form is correct.

Hugh Hale
Name of Reference (print)

Tennessee Division of TennCare
Name of Company Reference (print)

10/21/2025


Signature of Reference

Date