

1.1 Attachment 11 – Key Staff Reference Form

References:

Provide two customer/client references from customers/clients who have first-hand knowledge of the job skills, experience, and abilities sited in the résumé.

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

Table 33: Key Staff Reference Form

KEY STAFF REFERENCE FORM	
KEY STAFF NAME:	
PART 1 – REFERENCE'S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN ATTACHMENT 10 – KEY STAFF QUALIFICATIONS .	
Customer/Client Reference Name:	Doug Vincent
Customer/Client Reference Title:	Chief, Vendor Management
Agency, Department, Organization or Company where staff member performed:	Department of Healthcare Services, State of CA
Project Title on which staff member performed:	Eye on the Cloud (EOTC) - CA-MMIS (California Medicaid Management Information System)
Reference Phone Number:	916-208-5265
Reference E-mail Address:	Doug.Vincent@dhcs.ca.gov

Instruction for References: The Contractor staff above has listed you as a reference and is requesting for you to complete this staff 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 10 – Key Staff Qualifications for the Contractor's staff named at the top of this page prior to your completion of this form?	Did the Contractor's staff named at the top of this page perform the services described in Attachment 10 – Key Staff 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 CANDIDATE AND OVERALL PERFORMANCE RATING.	
Performance and Ability Statements	
1. Describe the performance of the Contractor's staff during this engagement. Sandeep Midha is a proven program leader with executive presence and an exceptional track record delivering large scale, mission critical modernization initiatives for DHCS. Throughout the CA MMIS engagement, he successfully directed cross functional Agile teams across multiple complex workstreams, including cloud migration, legacy system modernization, and statewide policy implementations. Known for his proactive governance, strong stakeholder alignment, and disciplined delivery practices ensuring quality assurance, Sandeep consistently ensured system stability, compliance,	

and modernization progress in a highly complex, multi-vendor environment. He demonstrated decisive issue resolution, rigorous quality assurance, and transparent communication with DHCS Branch Chiefs, managers, and IT analysts.

Recognized for his disciplined oversight, strong risk management, and swift issue resolution, Sandeep consistently upheld system reliability, compliance, and operational continuity for DHCS. His ability to coordinate diverse stakeholders, lead cloud and legacy modernization efforts, and ensure high quality delivery has earned lasting client confidence and helped establish a solid foundation for the long-term success of CA MMIS modernization initiatives

2. Describe the ability of the Contractor's staff to perform the contractually, required Work in a timely manner.

Sandeep Midha consistently demonstrated strong capability in delivering contractually required work on time through structured planning, clear prioritization, and disciplined oversight of complex CA-MMIS initiatives. Using Agile and SAFe practices, he effectively coordinated multiple teams, managed intricate dependencies, and ensured that each release cycle, migration milestone, and policy implementation remained on schedule.

Working within a demanding public-sector environment marked by evolving requirements and multi-vendor coordination, Sandeep maintained a steady focus on deadlines and contractual commitments. He proactively adjusted plans, optimized team capacity, and resolved obstacles quickly to keep work moving forward. His ability to balance competing priorities, allocate resources efficiently, and maintain rigorous tracking allowed him to consistently meet DHCS timelines and delivery expectations.

By making schedule reliability a core component of his leadership approach, Sandeep ensured predictable, timely, and high-quality outcomes across modernization programs, large-scale SDNs, and ongoing system enhancements

3. Describe the verbal and written communication skills of the Contractor's staff.

Sandeep Midha demonstrates exceptional verbal and written communication skills, consistently explaining technical, operational, and policy-related topics with clarity and professionalism. He produces well-organized documentation and status materials that simplify complex modernization activities for DHCS leadership, Branch Chiefs, and project teams, enabling a strong shared understanding of CA-MMIS objectives.

In meetings, briefings, and cross-functional discussions, Sandeep communicates in a clear, direct, and solution-oriented manner, ensuring that stakeholders remain informed and aligned across all phases of delivery. His ability to translate detailed system impacts into actionable insights supports effective decision-making and strengthens collaboration across teams. This communication approach has continually reinforced transparency, trust, and confidence throughout the engagement.

4. Describe the ability of the Contractor's staff to engage in positive working relationships with other coworkers.

Throughout his work on the CA-MMIS program and Eye on the Cloud (EOTC) project, Sandeep Midha consistently built strong, collaborative working relationships with coworkers, stakeholders, and cross-functional teams. He approached every interaction with professionalism, respect, and openness, allowing him to work effectively with technical teams, business partners, DHCS leadership, and vendor organizations.

Sandeep's approachable style and clear communication created an environment where team members felt supported and encouraged to contribute their ideas. His willingness to listen, address concerns, and engage in constructive discussions helped teams navigate challenges quickly and stay aligned on shared goals. He actively worked with peers to remove obstacles, coordinate priorities, and drive problem-solving across multiple workstreams.

His commitment to fostering trust, cooperation, and a positive team culture played a key role in developing cohesive, high-performing delivery teams and contributed directly to successful outcomes across CA-MMIS modernization and policy implementation initiatives.

5. Describe the knowledge of the Contractor's staff in the required areas of expertise.

As a senior leader on the CA-MMIS program, Sandeep Midha brought extensive technical, functional, and domain expertise that directly supported the successful execution of complex modernization and policy initiatives. He possesses deep knowledge of Medicaid systems, Medi-Cal program operations, and the broader healthcare regulatory landscape, enabling him to guide delivery teams in implementing changes across CHDP, CCS, Drug Rebate, Prior Authorization, APR-DRG, and other core program areas.

Sandeep demonstrated strong proficiency in cloud modernization and hybrid infrastructure, including AWS, OpenShift Container Platform, and the upgrade of legacy technologies such as

Forte, Java, SQL Server, Oracle, Informatica, and USoft. His understanding of large-scale data migration, ETL transformation, system integration, and CI/CD practices played a key role in shaping modernization strategies and ensuring technically sound solutions. He also applied significant expertise in Agile and SAFe delivery models, using these methodologies to structure PI planning, coordinate cross-team dependencies, and drive efficient execution across complex workstreams. By combining in-depth domain knowledge with technical insight and strong leadership, Sandeep consistently ensured that CA-MMIS solutions met DHCS's performance, scalability, and compliance requirements while delivering on business objectives.
6. How well did the Contractor handled engagement with end users and User input. As a Program and Project Manager for CA-MMIS, Sandeep Midha consistently demonstrated strong capability in engaging end users and incorporating their feedback into system modernization and policy-driven enhancements. He ensured that program staff, DHCS analysts, and other stakeholders were actively involved throughout the delivery lifecycle by facilitating requirement sessions, design reviews, UAT activities, and validation meetings for complex initiatives such as ACA changes, Presumptive Eligibility, APR-DRG updates, and cloud migration efforts. Sandeep applied a structured process for gathering, assessing, and prioritizing user input, enabling teams to translate real-world operational needs into practical system improvements. His approach helped refine workflows, enhance usability, and ensure that updates aligned with program requirements and the day-to-day needs of Medi-Cal operations. Serving as a key liaison between business stakeholders and technical teams, Sandeep promoted clear communication and a shared understanding of user expectations. His commitment to integrating stakeholder feedback into Agile and SAFe delivery cycles contributed to smoother adoption, higher user satisfaction, and successful outcomes across CA-MMIS enhancements and modernization initiatives
7. Would you rehire this person? Yes
8. Optional Comments: Excellent to work with, and when any issues arise, they are worked on and taken care of.

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

10

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

Doug Vincent

Department of Healthcare Services, State of CA

Name of Reference (print)
(print)

Name of Company Reference

Signature of Reference

Date