

Table 1: Key Staff Reference Form

KEY STAFF REFERENCE FORM	
KEY STAFF NAME: CATHERINE KENDALL	
PART 1 – REFERENCE'S INFORMATION	
THIS INFORMATION SHOULD MATCH THE INFORMATION PROVIDED IN ATTACHMENT 10 – KEY STAFF QUALIFICATIONS .	
Customer/Client Reference Name:	Susan Rushing, Project Management Office Chief (Retired), CA-MMIS Division, Department of Health Care Services (DHCS)
Customer/Client Reference Title:	Project Management Office Chief (Retired),
Agency, Department, Organization or Company where staff member performed:	CA-MMIS Division, California Department of Health Care Services (DHCS)
Project Title on which staff member performed:	California Medication Management Information System (CA-MMIS), Quality Management, Project Management, Testing Management, and Business Rules Extraction (subcontractor to ACS prime)
Reference Phone Number:	(916) 261-1243
Reference E-mail Address:	Susan.rushing32@gmail.com

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. Catherine provided strong and steady leadership during the CA-MMIS transition-in period, overseeing Quality Management, Testing, Project Management coordination, and Business Rules Extraction within a complex Medicaid modernization environment. Drawing on her prior experience leading statewide Child Welfare systems, she brought structure, discipline, and practical insight to quality management and testing during a critical operational transition.	

She demonstrated a clear understanding of the complexity of large-scale welfare systems and the importance of ensuring system functionality aligns with program requirements that directly affect California's vulnerable populations. Her approach was thoughtful, organized, and focused on achieving sustainable results. Catherine's performance was consistently professional and proactive, and she played a key role in stabilizing operations and supporting a smooth transition and assumption of responsibilities.
2. Describe the ability of the Contractor's staff to perform the contractually, required Work in a timely manner. Catherine consistently demonstrated a strong sense of urgency and accountability in meeting contractual deadlines, particularly during the time-sensitive CA-MMIS transition-in period. She quickly assessed inherited processes, established structured work plans, and implemented disciplined schedule management practices to ensure deliverables were completed on time and in accordance with contractual commitments. Her attention to milestone tracking, risk identification, and issue escalation allowed the team to proactively address potential delays before they impacted the schedule. Catherine maintained clear priorities, reinforced performance expectations, and ensured coordination across multiple vendors and stakeholders within a complex, distributed environment. Her leadership reflected a results-driven approach, with a consistent focus on meeting deadlines while maintaining quality and compliance standards.
3. Describe the verbal and written communication skills of the Contractor's staff. Catherine demonstrated excellent verbal and written communication skills. She was adept at tailoring her communication to multiple audiences, producing clear, well-structured technical documentation as well as concise executive-level reports and briefings. She effectively conveyed complex concepts with clarity and professionalism in both written and verbal settings.
4. Describe the ability of the Contractor's staff to engage in positive working relationships with other coworkers. Catherine consistently fostered positive and productive working relationships across teams and organizations. She worked effectively within multi-vendor environments and was committed to building collaborative partnerships at all levels, including executive leadership, program staff, technical teams, and external vendors. Her approach was professional, respectful, and solution-oriented, enabling strong coordination and trust across complex stakeholder groups.
5. Describe the knowledge of the Contractor's staff in the required areas of expertise. Catherine demonstrated comprehensive knowledge across all areas within the scope of work, including quality management, testing oversight, project management coordination, business rules analysis, and release governance. Her expertise is grounded in extensive prior experience performing these functions in large-scale Health and Human Services system implementations. She brought practical, hands-on understanding of systems integration, requirements management, testing discipline, and production readiness standards, enabling her to provide informed leadership and effective oversight throughout the engagement.
6. How well did the Contractor handled engagement with end users and User input. Catherine worked effectively with a broad range of stakeholders, including executive leadership, program staff, technical teams, vendors, and end users. She actively sought user input and feedback, ensuring that business needs and operational realities were clearly understood and reflected in system requirements and testing validation. Rather than making assumptions, she engaged directly with users to verify functionality and confirm that system solutions supported real-world workflows. Her inclusive and collaborative approach strengthened stakeholder confidence and improved overall solution quality.
7. Would you rehire this person? Yes, I would rehire Catherine without hesitation. She consistently demonstrated strong leadership, sound judgment, disciplined execution, and a collaborative approach. Her ability to manage complex initiatives, maintain high quality standards, and build effective working relationships made her a valuable asset to large-scale Health and Human Services programs.
8. Optional Comments:

Catherine was specifically selected to lead this scope of work due to her extensive prior experience supporting statewide Child Welfare systems and her demonstrated expertise in quality management, testing governance, and large-scale systems integration.

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?

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

Susan Rushing

Name of Reference (print)

DHCS, CA-MMIS Division

Name of Company Reference (print)

Susan Rushing

Signature of Reference

2/26/26

Date