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DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | *KA ʻOIHANA LOIHELU A LAWELAWE LAULĀ*

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | *KEʻENA HOʻOLANA ʻENEHANA*

P.O. BOX 119, HONOLULU, HAWAII 96810-0119

July 6, 2026

The Honorable Ronald D. Kouchi
President of the Senate
and Members of the Senate
Thirty-Third State Legislature
State Capitol, Room 409
Honolulu, Hawaiʻi 96813

The Honorable Nadine K. Nakamura
Speaker and Members of the
House of Representatives
Thirty-Third State Legislature
State Capitol, Room 431
Honolulu, Hawaiʻi 96813

Aloha Senate President Kouchi, Speaker Nakamura, and Members of the Legislature:

Pursuant to HRS section 27-43.6, which requires the Chief Information Officer to submit applicable independent verification and validation (IV&V) reports to the Legislature within ten days of receiving the report, please find attached the report the Office of Enterprise Technology Services received for the State of Hawaiʻi, Department of Health, BHA Integrated Case Management System Project.

In accordance with HRS section 93-16, this report may be viewed electronically at http://ets.hawaii.gov (see "Reports").

Sincerely,

Christine M. Sakuda
Chief Information Officer
State of Hawaiʻi

Attachments (2)

Hawaii BHA Integrated Case Management System Project – *Phase 4*

IV&V Report for the period of

March 1 – March 31, 2026

Final Submitted: April 15, 2026

PUBLIC CONSULTING GROUP

Solutions that Matter

Agenda

Executive Summary

IV&V Findings & Recommendations

Appendices

- A – Rating Scales
- B – Inputs
- C – Project Trends
- D – Acronyms and Definitions
- E – List of Production Defects



Executive Summary

The project continues to progress on track, with Release 4.17 scheduled for deployment on April 1, 2026, delivering key enhancements across grievance processing, claims integration, and reporting capabilities.

Deployment activities remain steady, with a successful mid-sprint deployment completed and ongoing efforts to improve deployment consistency and reduce manual effort through Azure pipeline evaluation. Post-Go-Live work for the Document Scanning project continues as the team transitions toward steady-state support.

One new production defect was identified this month, and one previously reported defect remains under remediation. The team is also validating Power Apps Framework components and auditing dependencies to improve visibility and support long-term code quality and maintenance risk.

Backlog management continues to show alignment across BHA stakeholders, and the associated IV&V finding has been closed.

Resource planning efforts are underway, though timelines are still being finalized, and security coverage remains supported but limited.

Regression testing continues, with manual testing in progress. CAMHD automation efforts remain on hold pending a Tosca license upgrade, currently completing pre-installation validation, while DDD automation is paused pending schedule alignment.

Executive Summary

Jan	Feb	Mar	Category	IV&V Observations
L	L	L	**Sprint Planning**	This category remains Green (low criticality) for the March reporting period with no active findings.
L	L	L	**User Story (US) Validation**	This category remains Green (low criticality) for the March reporting period with no active findings.
M	M	M	**Test Practice Validation**	DDD and CAMHD continue to execute manual regression testing. For DDD, 15 of 25 modules have been completed; the 16th is currently in progress, and 9 remain. DDD's automated testing remains paused pending finalization of the updated project schedule to complete the remaining modules. CAMHD has received the DigiCert for the Tosca license; however, application of the certificate across Tosca components is still in progress.

Executive Summary

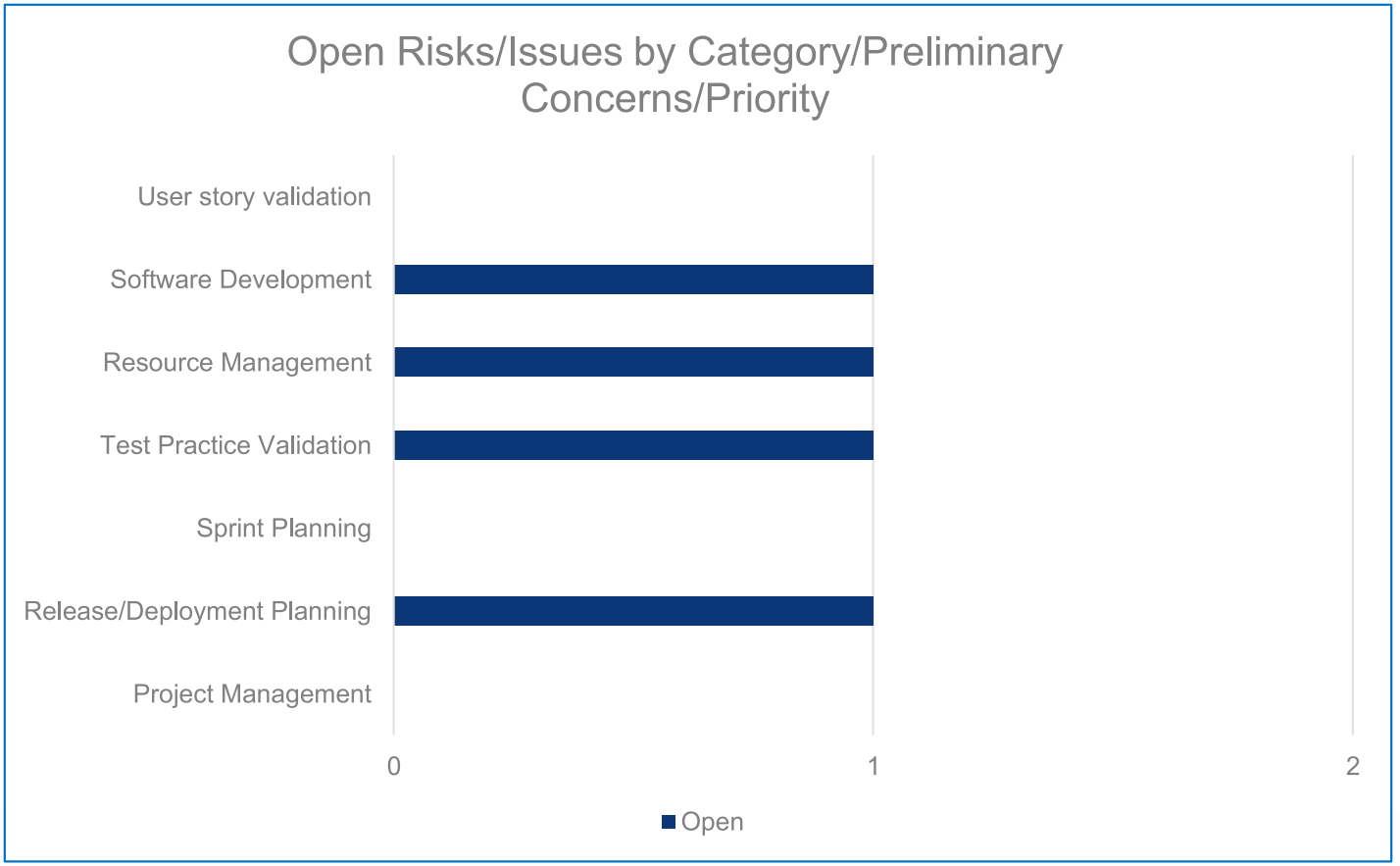
Jan	Feb	Mar	Category	IV&V Observations
M	M	M	**Release / Deployment Planning**	Release 4.17 is on track for 4/1/26. A mid-sprint deployment was completed with key enhancements, and capacity remains stable. The team is exploring Azure DevOps pipelines to improve efficiency and consistency.
L	L	L	**On-The-Job-Training (OJT) and Knowledge Transfer (KT) Sessions**	This category remains Green (low criticality) for the March reporting period with no active findings.
L	L	L	**Targeted KT**	This category remains Green (low criticality) for the March reporting period. IV&V will continue to monitor.
L	L	L	**Project Performance Metrics**	There are no findings regarding project performance metrics for the March reporting period. IV&V will keep this category's criticality rating Green (low criticality) and will continue to monitor.
L	L	L	**Organizational Maturity Assessment (OMA)**	This category remains Green (low criticality) for the March reporting period. There are no outstanding findings in this category, and IV&V will continue to monitor.

Executive Summary

Jan	Feb	Mar	Category	IV&V Observations
L	L	L	**Project Management**	The project continues to progress on track, with Release 4.17 scheduled for deployment on April 1, 2026, delivering key enhancements across grievance processing, claims integration, and reporting capabilities.
M	M	M	**Resource Management**	BHA continues to make steady progress across project priorities, with deployments ongoing and supported by current staffing. Resource planning and hiring efforts are in progress to expand capacity, though timelines are still evolving. While some responsibilities remain concentrated within key roles, no immediate delivery impacts have been observed.

Executive Summary

As of the March 2026 reporting period, four (4) open findings. Four (4) Medium Issues spread across the Release/Deployment Planning, Test Practice Validation, Resource Management, Software Development assessment areas are currently open.



IV&V Findings & Recommendations

IV&V Findings & Recommendations

Assessment Categories

Throughout this project, IV&V verifies and validates activities performed in the following process areas:

- Sprint Planning
- User Story Validation
- Test Practice Validation
- Release / Deployment Planning
- On-the-Job Training (OJT) and Knowledge Transition (KT) Sessions
- Targeted Knowledge Transition (KT)
- Project Performance Metrics
- Organizational Maturity Assessment
- Project Management
- Resource Management

IV&V Findings & Recommendations

Sprint Planning (cont'd)

#	Key Findings	Criticality Rating
41	**Low Risk:** The absence of separate dedicated product backlog review meetings can lead to unclear priorities, misalignment with stakeholders, inadequate refinement, and an increased risk of scope creep. **Update:** IV&V is closing this finding. Backlog refinement sessions appear to be operating effectively, with general alignment observed across BHA stakeholders on the current approach.	CLOSED

Recommendations	Status
BHA continues to conduct these meetings regularly and mature the practice over time, as they provide tangible value in sustaining project velocity and reducing rework.	In Progress
CAMHD and DDD implement a structured feedback management process with a prioritization framework to ensure that all new requests are thoroughly evaluated and aligned with project goals before being added to the backlog.	In Progress
Separate dedicated product backlog review meetings (during Sprints) would allow clarifying any ambiguities or uncertainties, re-prioritization, estimation and refinement of backlog items. This would allow the project team to avoid situations where decisions about including items mid-Sprint would have to be taken.	In Progress
IV&V recommends scheduling separate dedicated product backlog review meetings (during Sprints) where all relevant stakeholders are invited to review the product backlog and scheduled at the appropriate time(s) such that there is sufficient time to plan the design, development, and implementation (DDI) of the next release(s).	In Progress

IV&V Findings & Recommendations

Test Practice Validation

#	Key Findings	Criticality Rating
2	**Medium Issue:** The lack of comprehensive automated regression testing has likely led to post-production defects, causing user frustration. **Finding Update:** DDD and CAMHD continue manual regression testing. To date, 15 of 25 DDD modules have been completed; the 16th is currently in progress, and 9 remain. DDD's automated testing remains paused pending finalization of the updated project schedule to complete the remaining modules. CAMHD has received the DigiCert for the Tosca license; however, application of the certificate across the Tosca components is still in progress.	M

Recommendations	Status
To ensure effective Tosca testing, it is crucial for both divisions to align on a unified resource allocation strategy. Given the limited availability of resources, open communication and consensus-building are essential for optimizing tester utilization. By collaborating to prioritize testing efforts, share critical test cases, and identify overlapping areas, the divisions can achieve comprehensive regression testing without overburdening a single resource. This collaborative approach will balance workloads, streamline processes, and enhance test coverage, minimizing delays and bottlenecks. Ultimately, it will enable both divisions to meet their testing objectives efficiently.	Open
A balanced approach that combines manual and automated regression testing to ensure broad test coverage and flexibility.	In-Progress

IV&V Findings & Recommendations

Test Practice Validation (cont'd)

Recommendations	Status
Having board(s) in Azure DevOps or a document on SharePoint that provides information about the status of regression testing automation, to facilitate visibility and transparency to BHA project personnel and stakeholders.	In Progress
Schedule priorities should be reevaluated by distributing the work according to the resource bandwidth. This will ensure that the schedule is not impacted and that the work is done efficiently between regression testing and Golden Record (GR) tasks.	In Progress
Pursue and complete additional formal training in Azure DevOps and Tricentis for test automation as soon as possible and complete efforts to automate the two primary regression test scripts.	In Progress
IV&V recommends DDD and CAMHD to develop a common and consistent approach across divisions for performing regression testing.	In Progress
Determine if current regression testing timeframes are adequate, and if not, add more time to the pre-production regression test efforts for all release deployments.	In Progress

IV&V Findings & Recommendations

Test Practice Validation (cont'd)

#	Key Findings	Criticality Rating
40	**Low Issue:** Limited testing processes can lead to poor-quality software, project delays, and extended user acceptance testing. **Finding Update:** No testing issues were identified during this reported period. BHA continues to evaluate higher-risk areas of the system to determine where targeted test coverage may provide added assurance. IV&V is closing this finding.	CLOSED

Recommendations	Status
IV&V recommends enhancing testing scripts to better align with high-risk and business-critical workflows. This may include incorporating a broader range of testing techniques such as negative testing (e.g., invalid inputs or edge cases), boundary testing, role-based scenario testing, and end-to-end workflow validation. Expanding the scope of testing in this way will help uncover hidden defects, improve system robustness, and reduce the likelihood of post-deployment issues. As part of this effort, it may be helpful to review recent production defects to identify areas where test coverage could be improved. Expanding smoke test scenarios to include key functional paths with a history of defects, along with exploring opportunities for automation, can contribute to more efficient and consistent post-deployment validation. These enhancements are intended to support stronger release readiness and help minimize the risk of post-deployment issues.	In Progress

IV&V Findings & Recommendations

Test Practice Validation (cont'd)

Recommendations	Status
Make efforts to implement a streamlined Root Cause Analysis (RCA) process to identify the causes of defects and prevent recurrence. Due to project resource constraints, propose timeboxing RCA efforts for each defect introduced into production. Timeboxing involves allocating a fixed period (e.g., 1-2 hours per defect or a set number of hours per week) for focused Root Cause Analysis (RCA) activities. These activities may include quickly gathering defect context, analyzing potential causes, and proposing corrective actions, all within the specified timeframe. Project PM(s) can oversee the tracking of corrective actions to ensure completion.	In Progress
IV&V recommends that, after fixing a defect, the SI incorporate relevant test cases to validate these fixes in subsequent releases.	In Progress
IV&V has requested an overview of the testing process, with a focus on process such as tracking test coverage and requirements traceability.	In Progress
A Stakeholder Register helps identify and understand all project stakeholders, ensuring needs are met and risks are managed through effective communication. A RACI matrix clarifies roles and responsibilities, improving collaboration, decision-making, and resource management, which are all critical for the success of IT projects.	In Progress
Identify stakeholders (output is Stakeholder Register) and develop a RACI matrix for testing.	In Progress
Review the overall testing process and implement any needed improvements identified.	Open

IV&V Findings & Recommendations

Release / Deployment Planning (cont'd)

#	Key Findings	Criticality Rating
39	**Medium Issue:** Due to on-going deployment processes and technical execution issues, the project may continue to encounter defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-production deployments. **Finding Update:** Release 4.17 remains on track for deployment on 4/1/26. The deployment team continues to use the deployment template and is working through recurring challenges that affect execution accuracy. Additional process walkthroughs with the team or increased code review involvement may be beneficial. A mid-sprint deployment (MSD) was completed on 3/9/26, which included updates to how case management details are displayed on service plan printouts, and multiple deployments supporting Document Scanning functionality occurred. Resource capacity remains stable and continues to support MSDs. In parallel, the team is evaluating the use of Azure DevOps pipelines, which may reduce manual effort, improve deployment consistency, and support more flexible deployment scheduling.	M

Recommendations	Status
IV&V recommends that the project consider targeted efforts to reduce recurring defects, which may include performing Root Cause Analysis (RCA) on all post-production defects.	Open
The project team is recommended to develop and document a formal Root Cause Analysis (RCA) protocol that includes defined triggers for initiating an RCA such as severity 1 or 2 production defects, recurring issues, or stakeholder-reported impacts. The protocol should also establish clear roles and responsibilities for conducting RCAs and reviewing outcomes, along with setting timeframes for completing RCAs following defect identification or release. Additionally, incorporating standardized templates or tools for documenting RCA findings and associated corrective actions, as well as implementing a tracking mechanism to ensure those actions are carried out and monitored for effectiveness, will strengthen the process. Formalizing these elements will help ensure RCA practices are applied consistently, improve visibility into root causes, and support long-term defect reduction across future releases, including those related to FHIR, MSDs, and AER.	In Progress

IV&V Findings & Recommendations

Release / Deployment Planning (cont'd)

Recommendations	Status
Implement a streamlined Root Cause Analysis (RCA) process to identify deployment causes and prevent recurrence. To manage resource constraints, consider timeboxing RCA efforts—e.g., 1–2 hours per defect or a set number of hours weekly. Within this timeframe, focus on gathering context, analyzing causes, and proposing corrective actions. Project PMs can track these actions to ensure follow-through.	In Progress
The project should consider automating deployments for resource savings, increased efficiency, consistency, faster time to market, improved collaboration and reliability, scalability, version control integration, and rollback capability.	In-Progress
Ensure there are adequate and qualified resources to support the current deployment processes. This may require support from SI resources to provide assistance and knowledge transfer for some more complex deployment components.	Open
As appropriate, consult with the SI on best practices that BHA could employ to support deployment.	In Progress
Request the assistance of the SI's Solution Architect in reviewing and correcting issues associated with the consistency of configurations across environments, ensuring that the test environment is capable of testing ALL functions of any given release without the need for using multiple test environments.	In Progress
Request assistance from the SI's Solution Architect in reviewing deployment scripts to double-check for accuracy and completeness before commencing deployment activities.	In Progress

IV&V Findings & Recommendations

Release / Deployment Planning (cont'd)

Recommendations	Status
The Project Team should consider evaluating potential changes to improve/enhance existing processes and communications to address current release/deployment shortfalls.	In Progress
IV&V recommends performing a Root Cause Analysis (RCA) in collaboration with SI for the continued concerns surrounding environment differences.	In Progress
IV&V recommends updating the Project's Configuration Management Plan to address the current needs of the Project. This should include specific checklists geared at ensuring repeatable promotional processes by DOH.	In Progress
Look at implementing 'hard' code freeze dates as well as test environment deployment dates to ensure that testing and deployment activities are not rushed.	In Progress
Ensure an operational and fully functional test environment is available to effectively conduct end-to-end regression testing prior to deploying a release to production.	In Progress
Develop a plan to institutionalize the execution of smoke testing for promotions to non-production and production environments. This will help to ensure that all components needed to test have been properly deployed prior to the actual execution of test activities.	In Progress

IV&V Findings & Recommendations

Resource Management

#	Key Findings	Criticality Rating
34	**Medium Issue:** A shortage of BHA project resources could lead to reduced productivity and project delays. **Finding Update:** BHA continues to advance work across project needs while coordinating around evolving priorities. Efforts to distribute responsibilities more broadly are ongoing, and deployments continue to progress with technical staff support. While certain security-related activities remain dependent on specific individuals, no immediate delivery impacts have been observed. Resource planning and hiring efforts are underway to fill key roles and introduce additional technical capacity; however, selection and timelines are still evolving. Security-related responsibilities, including monitoring, policy updates, and compliance reporting, continue to be supported by existing resources, with coverage concentrated across limited personnel. Workload distribution remains concentrated in key roles, though there is some redistribution.	M

Recommendations	Status
Consider identifying key security-related activities such as policy development, monitoring, or access oversight that could benefit from additional support. This could help provide clarity for discussions regarding the potential adjustment of existing roles or exploration of alternative solutions. A high-level overview of these activities may assist leadership in evaluating and addressing any potential gaps over time.	Open
BHA implement a structured knowledge transfer process when key personnel retire, including cross-training and documenting critical knowledge in the Dynamics Help Desk system. Regular updates to the knowledge base will maintain its accuracy, preserve essential information, and support smooth operational continuity.	Open
Utilizing peer-to-peer knowledge sharing, allowing experienced team members to informally share their expertise during team meetings. Additionally, creating internal documentation that outlines best practices and processes for developing security policies would serve as a self-service resource for the team.	In Progress

IV&V Findings & Recommendations

Resource Management (cont'd)

Recommendations	Status
DDD and CAMHD have further discussions to optimize resource utilization between the two divisions.	Open
BHA should explore options for offloading project team members' daily responsibilities to other staff.	In Progress
BHA should work quickly to create new positions and receive State approval.	In Progress
BHA should identify tasks and duties that they can ask the SI to assume, as permitted by the contract, which are presently being handled by BHA members.	In Progress
BHA should explore the use of contractors to fulfill the functions for open project positions.	In Progress

IV&V Findings & Recommendations

Software Development

#	Key Findings	Criticality Rating
14	**Medium Issue:** Due to multiple quality concerns, the project may continue to face impactful system defects. **Finding Update:** During the last reporting period, one (1) new production defect was identified. One previously reported production defect from the last reporting period remains open and unresolved. During the month, five (5) test-phase defects were identified through testing; the majority are actively being addressed, and none were classified as high severity. In parallel, the team is actively validating the status and usage of Power Apps framework components, auditing current dependencies, and working to improve visibility through component inventory and cross-team coordination to reduce future code quality and maintenance risk.	M

Recommendations	Status
Closer collaboration between divisions to review reported defects, ensuring a shared understanding and alignment, particularly regarding the severity and priority of production defects.	Open
Consider exploring tools and practices that support continuous code quality improvements that could help to establish quality standards and assure high-quality code that is secure and can be easily maintained.	In Progress
The project increases comprehensive testing prior to joint testing to reduce the burden on BHA testers and reduce post-production defects.	Open
The SI vendor add a "Found In" column to the daily scrum file to indicate the environment where each defect was identified.	In Progress
The SI vendor provides the total number of defects in production and reports these numbers regularly to BHA.	In Progress
Evaluate existing project staff skills and experience levels to ensure they meet BHA support requirements.	Closed

IV&V Findings & Recommendations

Software Development (cont'd)

Recommendations	Status
Perform CAMHD revenue neutrality fiscal balance testing on a quarterly basis to ensure revenues are as expected.	In Progress
The project monitor implemented improvements for effectiveness.	In Progress
Performing an RCA in collaboration with the SI after all future release deployments for continual quality improvements.	In Progress
BHA and the SI collaborate on the necessary revisions to the submitted design deliverables to increase level of detail and quality.	In Progress

IV&V Findings & Recommendations

User Story Validation

#	Key Findings	Criticality Rating
56	**Preliminary Concern:** There is an opportunity to strengthen the user story development process through more consistent and structured engagement among the configurator, requesting user, and business analyst (BA). While BHA engages users on more complex features, this isn't applied consistently across stories that do need business input. Since not all stories require business participation, establishing clear criteria for when input is needed would help ensure that business-impacting stories receive proper validation and reduce the risk of misalignment. **Finding Update:** IV&V observed effective and sustained engagement of user requestors (business owners) throughout user story development and testing. Based on these observations, IV&V will close this preliminary concern.	CLOSED

IV&V Findings & Recommendations

User Story Validation

#	Key Findings	Criticality Rating
57	**Observation:** There is an opportunity to strengthen the user story planning process through more consistent early impact analysis. Some requested application changes initially scoped as isolated technical updates were later identified to have additional functional dependencies. Strengthening early impact identification could help reduce downstream scope rework and avoid inefficiencies in staff effort. **Analysis and Significance:** Industry best practices emphasize early and comprehensive impact analysis for user stories to ensure accurate scoping, particularly for changes that may affect shared functionality or data. Delayed identification of cross-feature impacts increases risk of downstream scope adjustments occurring after development has begun. Late discovery of dependencies may lead to rework, re-sequencing of tasks, and schedule pressure.	

IV&V Findings & Recommendations

Project Performance Metrics

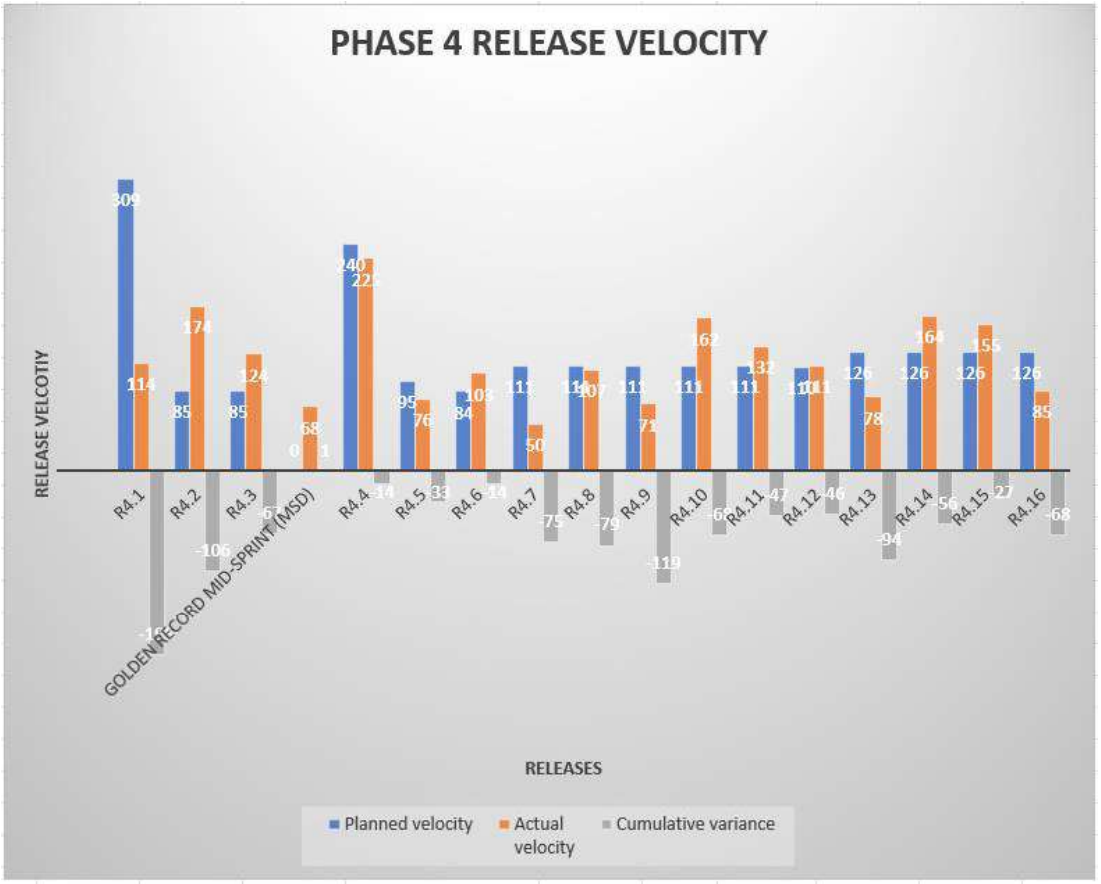
Metric	Description	IV&V Observations	IV&V Updates
Velocity	• Review and validate the velocity data as reported by the project • Verify the project is on pace to hit the total target number of US/USP	N/A	Velocity Metric Trends: Release | Planned velocity | Actual velocity | Percentage attained | | |

IV&V Findings & Recommendations

Project Performance Metrics

Phase 4 Releases Cumulative Variance

Release	Planned velocity	Actual velocity	Cumulative variance
R4.1	309	114	-195
R4.2	85	174	-106
R4.3	85	124	-67
Golden Record Mid-Sprint (MSD)	0	68	1
R4.4	240	225	-14
R4.5	95	76	-33
R4.6	84	103	-14
R4.7	111	50	-75
R4.8	111	107	-79
R4.9	111	71	-119
R4.10	111	162	-68
R4.11	111	132	-47
R4.12	110	111	-46
R4.13	126	78	-94
R4.14	126	164	-56
R4.15	126	155	-27
R4.16	126	85	-68



Note: The SI has been working on areas not currently reflected in the velocity numbers shown in the table above. Once the SI provides those velocity figures, IV&V can incorporate them into the table.

IV&V Findings & Recommendations

Project Performance Metrics (cont'd.)

Metric	Description	IV&V Observations	IV&V Updates
Defect Metrics	Understand and track the following: • Defects by category (bug fixes) • USPs assigned to defects in a release vs. USPs assigned to planned US in a release	N/A	N/A

Note*: This defect percentage does not include defects under warranty that are assigned zero (0) User Story Points.

Appendix A: IV&V Rating Scales

Appendix A
IV&V Rating Scales

This appendix provides the details of each finding and recommendation identified by IV&V. Project stakeholders are encouraged to review the findings and recommendations log details as needed.

- See Findings and Recommendations Log (provided under separate cover)
- IV&V Assessment Category Rating Definitions

G	The assessment category is under control and the current scope can be delivered within the current schedule. The assessment category's risks and issues have been identified, and mitigation activities are effective. The overall impact of risk and issues is minimal. The assessment category is proceeding according to plan (< 30 days late).
Y	The assessment category is under control but also actively addressing resource, schedule or scope challenges that have arisen. There is a clear plan to get back on track. The assessment category's risk and/or issues have been identified, and further mitigation is required to facilitate forward progress. The known impact of potential risks and known issues are likely to jeopardize the assessment category. Schedule issues are emerging (> 30 days but < 60 days late). Project leadership attention is required to ensure the assessment category is under control.
R	The assessment category is not under control as there are serious problems with resources, schedule, or scope. A plan to get back on track is needed. The assessment category's risks and issues pose significant challenges and require immediate mitigation and/or escalation. The project's ability to complete critical tasks and/or meet the project's objectives is compromised and is preventing the project from progressing forward. Significant schedule issues exist (> 60 days late). Milestone and task completion dates will need to be re-planned. Executive management and/or project sponsorship attention is required to bring the assessment category under control.

Appendix A

Finding Criticality Ratings

Criticality Rating	Definition
H	A high rating is assigned if there is a possibility of substantial impact to product quality, scope, cost, or schedule. A major disruption is likely, and the consequences would be unacceptable. A different approach is required. Mitigation strategies should be evaluated and acted upon immediately.
M	A medium rating is assigned if there is a possibility of moderate impact to product quality, scope, cost, or schedule. Some disruption is likely, and a different approach may be required. Mitigation strategies should be implemented as soon as feasible.
L	A low rating is assigned if there is a possibility of slight impact to product quality, scope, cost, or schedule. Minimal disruption is likely, and some oversight is most likely needed to ensure that the risk remains low. Mitigation strategies should be considered for implementation when possible.

Appendix B: Inputs

Appendix B
Inputs

This appendix identifies the artifacts and activities that serve as the basis for the IV&V observations.

Meetings attended during the March 2026 reporting period:

1. Daily Scrum Meetings
2. Daily Design Meetings
3. Twice-Weekly Project Issues Meetings
4. Weekly BHA-ITS Program Status Meeting
5. Bi-Weekly Check-in: CAMHD
6. Bi-Weekly Check-in: DDD
7. BHA (CAMHD & DDD) IV&V Joint Meeting
8. IV&V Draft IV&V Status Review Meeting with DOH
9. DOH BHA IT Solution Project – Steering Committee

Artifacts reviewed during the March 2026 reporting period:

1. Daily Scrum Notes
2. Twice Weekly Issues Meeting Notes
3. Weekly BHA-ITS Program Status Report
4. Release 4.15 Release Notes
5. IV&V Interviews
6. Updating Project Trends
7. RACI Matrix

Eclipse IV&V® Base Standards and Checklists

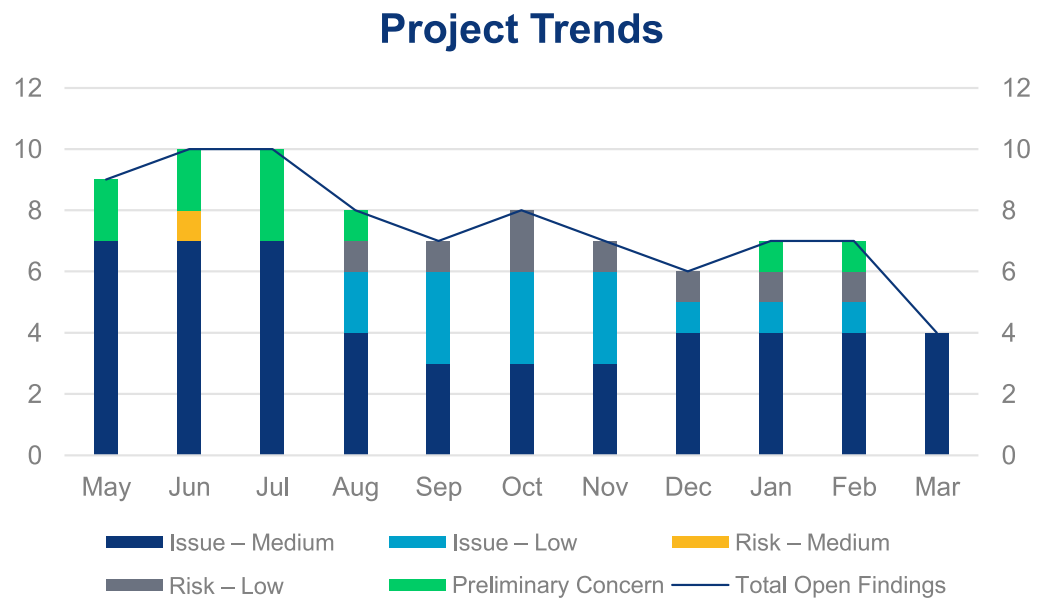

Document

Appendix C: Project Trends

Appendix C
Project Trends

	June	July	August	September	October	November	December	January	February	March
User Story Validation										
Test Practice Validation										
Sprint Planning										
Release / Deployment Planning										
OJT and KT Sessions										
Targeted KT										
Project Performance Metrics										
Organizational Maturity Metrics										
General Project Management										
Resource Management										
Total Open Findings	10	10	8	7	8	7	7	7	7	4
Issue - high	0	0	0	0	0	0	0	0	0	0
Issue - medium	7	7	4	3	3	3	4	4	4	4
Issue - low	0	0	2	3	3	3	1	1	1	0
Risk - high	0	0	0	0	0	0	0	0	0	0
Risk - medium	0	0	0	0	0	0	0	0	0	0
Risk - low	1	1	1	1	1	1	1	1	1	0
Preliminary Concern	2	2	1	0	1	0	1	1	1	0

Appendix C
Project Trends



Appendix D
Acronyms and Definitions

Acronyms	Definition
DOH	Department of Health
BHA	Behavioral Health Services Administration
CAMHD	Child & Adolescent Mental Health Division
FHIR	Fast Healthcare Interoperability Resources
DDI	Design Development Implementation
DDD	Developmental Disabilities Division
SI	System Integrator
USP	User Story Points
SME	Subject Matter Expert
SIT	System Integration Testing
MS	Microsoft
MSD	Mid Sprint Deployment
ADO	Azure DevOps
SLA	Service Level Agreement
RCA	Root Cause Analysis
UAT	User acceptance testing
OJT	On-the-Job Training
KT	Knowledge Transition
SFTP	Secure File Transfer Protocol
IV&V	Independent Verification and Validation
MQD	Med-QUEST Division
CMS	Centers for Medicare & Medicaid Services
AER	Adverse Events Report

Appendix E
List of Production Defects

ID	Work Item Type	Division	Title	State	Priority	Severity	Found In	Created Date
41550	Bug	CAMHD	CAMHD - Creation of Document Location record failed due to long folder name	Completed in QA_Test	2	2 - High	PROD	12/1/2025 12:49
41506	Bug	DDD	DDD - "SIS Status" in Assessment record not getting updated from Survey Answers	Completed in QA_Test	1	3 - Medium	PROD	11/20/2025 6:28
37733	Bug	DDD	DDD - Incorrect Columns displaying on Provider Plan subgrid (Action Plan tab of ISP)	Evaluated_On Hold	1	3 - Medium	PROD	2/5/2025 7:37
42264	Bug	DDD	DDD - Calculator Plan Year Dates	New	2	3 - Medium	PROD	3/26/2026 12:21
42051	Bug	DDD	DDD - AER - Dashboard semantic layer error - Missing Customer	New	2	3 - Medium	PROD	2/16/2026 8:07
40891	Bug	DDD	DDD - Power Automate flow bug - Community Living: Create Document Location	Completed in QA_Test	2	3 - Medium	PROD	8/25/2025 10:53
40855	Bug	DDD	DDD - Calculator one-time mid-year change ISP report discrepancy	New	2	3 - Medium	PROD	8/20/2025 7:49
40776	Bug	DDD	DDD - Calculator Objective unchecking problem	Active	2	3 - Medium	PROD	8/6/2025 12:46
40521	Bug	DDD	DDD - Alert - Found in Latest Claims Refresh not returning any data to send emails from	Pending Approval	2	3 - Medium	PROD	7/10/2025 10:59
37793	Bug	DDD	DDD - ISP Report Generation Issues	New	2	3 - Medium	PROD	2/10/2025 12:06
36383	Bug	DDD	DDD - Calculator problem with paid base and add on	New	2	3 - Medium	PROD	9/26/2024 12:19
35450	Bug	DDD	DDD - Calculator not printing correctly	Approved	2	3 - Medium	PROD	7/26/2024 11:36
35317	Bug	DDD	DDD - Plan Services with no Provider Plan	Active	2	3 - Medium	PROD	6/24/2024 12:06
34238	Bug	CAMHD	CAMHD - Assessment Entity Initial Save Time - IMHE	Evaluated_On Hold	2	3 - Medium	Prod	8/17/2023 5:33
30726	Bug	DDD	Portal signature fields do not accept touchscreen input	Evaluated_On Hold	2	3 - Medium	PROD	9/17/2021 12:07
34242	Bug	DDD	Bug - Case Merge - Contact Notes not merging; Permissions error	New	3	3 - Medium	PROD	8/17/2023 11:44
34110	Bug	DDD	Bug - Individual Budget unlinking from Service Authorizations	New	3	3 - Medium	PROD	7/27/2023 18:40
33841	Bug	DDD	DDD - Calculator 3.0 - Users able to schedule service past ISP end date again	Approved	3	3 - Medium	PROD	5/17/2023 11:22
33550	Bug	CAMHD	Bug: "Progress Notes Associated to Invoices" page not loading	New	3	3 - Medium	PROD	3/31/2023 20:11
30634	Bug	CAMHD	CAMHD Bug - Credentialing documents not copied into PROD during Data Migration	Completed in QA_Test	3	3 - Medium	PROD	2/16/2021 17:45



Solutions that Matter

ID	Short Description	Finding Statement	Analysis and Significance	Recommendation	Finding Update	Category	Type	Priority	Status	Closure Reason	Closed Date	Identified Date	Owner	
2	Regression testing	The lack of comprehensive automated regression testing has likely led to post-production defects, causing user frustration.	R3.3 introduced a defect that deprecated features in production specific to integrated Support and Life Trajectory functionality. DDD has informed IV&V that there are other examples of functionality being deprecated after a release, some of which are still being investigated. As of this report, IV&V has not evaluated the project's root cause analysis (RCA) process used to determine why such functionality was deprecated but will discuss further with BHA in January 2020. Thorough vetting and validation of regression test cases are necessary to prevent defects when a release is pushed live. When defects occur in production, the project should follow a defined and repeatable process for determining the root cause of the problem.	1. To ensure effective Tosca testing, it is crucial for both divisions to align on a unified resource allocation strategy. Given the limited availability of resources, open communication and consensus-building are essential for optimizing tester utilization. By collaborating to prioritize testing efforts, share critical test cases, and identify overlapping areas, the divisions can achieve comprehensive regression testing without overburdening a single resource. This collaborative approach will balance workloads, streamline processes, and enhance test coverage, minimizing delays and bottlenecks. Ultimately, it will enable both divisions to efficiently meet their testing objectives. 2. A balanced approach that combines manual and automated regression testing to ensure broad test coverage and flexibility. 3. Having board(s) in Azure DevOps or a document on SharePoint that provides information about the status of regression testing automation, to facilitate visibility and transparency to BHA project personnel and stakeholders. 4. IV&V recommends reevaluating the schedule priorities by distributing the work according to the resource bandwidth. This will ensure that the schedule is not impacted and that the work is done efficiently between regression testing and Golden Record (GR). 5. Pursue and complete additional formal training in Azure DevOps and Tricentis for test automation as soon and complete efforts to automate the two primary regression test scripts. 6. IV&V recommends DDD and CAMHD to develop a common and consistent approach across divisions for performing regression testing. 7. Determine if current regression testing timeframes are adequate and if not, add more time to the pre-production regression test efforts for all release deployments.	3/31/2026 - DDD and CAMHD continue manual regression testing. To date, 15 of 25 DDD modules have been completed; the 16th is currently in progress, and 9 remain. DDD's automated testing remains paused pending finalization of the updated project schedule to complete the remaining modules. CAMHD has received the DigiCert for the Tosca license; however, application of the certificate across the Tosca components is still in progress. 2/28/2026 - DDD and CAMHD are performing manual regression testing. DDD's automated testing is paused until the updated project schedule is finalized. CAMHD's automation depends on external prerequisites, completing pre-installation validation and emailing updated Tosca licenses. CAMHD will rerun automated test steps once licenses are updated. Current licensing includes two Implementation licenses and one administrative license; DDD does not need an additional administrative license. Testing is proceeding without impacting production, but progress on automation depends on coordination with the license management team. 1/31/2026 - For both the December release and the upcoming release, CAMHD and DDD will continue to rely on manual regression testing. IV&V has recommended that the project continue advancing toward a comprehensive plan for automated regression testing. Approximately 60% of the DDD Tosca regression test script automation has been completed to date. Automated testing for DDD is currently paused while the team finalizes the updated project schedule. The CAMHD Tosca license upgrade is also still in progress. Coordination among the project team, vendors, and internal stakeholders is ongoing to finalize the required changes. Additional progress updates for both CAMHD and DDD are being provided in regular issues and project meetings. 12/31/2025 - Regression testing for Release 4.15 was completed on 12/02/25, identifying 2 medium-severity defects that did not block the release. In addition to DDD and CAMHD continuing their practice of manually executing test cases, the Tosca Automation Regression SME performed a dry run of automated test scripts developed for DDD - covering 12 modules and 454 test cases during this regression cycle and delivered a comprehensive testing report upon completion. This effort helped validate system stability and improved test coverage. CAMHD's automation efforts remain on hold pending a Tosca license upgrade. 11/30/25 - Regression testing for Release 4.15 will run from 11/21/25 -12/02/25, leading up to the targeted 12/03/25 go-live. The Tosca Automation Regression SME will perform a dry run, execute the automated test scripts developed for DDD, covering 12 modules in this regression cycle, and provide a testing report upon completion. This support alleviates DDD's reliance on Manual testing, freeing resources to focus on higher-value tasks and improving overall project efficiency. CAMHD's automation efforts remain on hold pending a Tosca upgrade. 10/31/25 - As the team continues to make progress, limited resources remain a key challenge. The DDD IT Help Desk is currently staffed by three team members who support multiple functions, which may limit capacity and slow issue resolution. To enhance support and maintain efficiency, there is a continued need for additional cross-trained staff, along with a dedicated training position focused on IT-related tasks. IV&V will continue monitoring to determine whether this area may trend toward high in the coming month. 9/30/25 - BHA is proactively pursuing the addition of a new IT position to help strengthen capacity and support ongoing efforts. At the same time, they are managing a number of competing priorities, which is placing some strain on available resources. In the meantime, the team is managing multiple critical initiatives.	Test Practice Validation	Issue	Medium	Open			12/31/2019	Gautam Gulvady	
14	Code quality	Due to multiple quality concerns, the project may continue to face impactful system defects.	System defects identified in August that affected claims were due to multi-faceted quality issues were individually addressed during this reporting period. IV&V notes that there is one remaining defect still being evaluated that affects a limited number of claims. Overall, the Project Team has responded with a commitment to increase project quality and is in the process of identifying improvements to associated testing processes. These currently include: Performing Revenue Neutrality Testing to ensure expected revenue streams are largely unchanged from one period to the next. Conducting System Integration Testing, User Acceptance Testing, Performance Testing, and Regression Testing for Release 3.10. IV&V will continue to monitor the testing efforts throughout the balance of Release 3.10 and validate that enhanced quality processes, including industry standard regression testing, continue for Agile Release 3.11 forward. Finally, IV&V reviewed and provided feedback on the Help Desk and Semantic Layer design documents per request and found that both documents lacked design details. The identified quality issues have negatively affected DOH billing processes and DOH has stated these are the most impactful defects discovered to date.	IV&V recommends: 1. Closer collaboration between divisions to review reported defects, ensuring a shared understanding and alignment, particularly regarding the severity and priority of production defects. 2. Consider exploring tools and practices that support continuous code quality improvements that could help to establish quality standards and assure high-quality code that is secure and can be easily maintained. 3. The project increases comprehensive testing prior to joint testing to reduce the burden on BHA testers and reduce post-production defects. 4. The SI vendor add a "Found in" column to the daily scrum file to indicate the environment where each defect was identified. 5. The SI vendor provides the total number of defects in production and reports these numbers regularly to BHA. 6. The project evaluate existing project staff skills and experience level to ensure t	3/31/26 - During the last reporting period, one (1) new production defect was identified. One previously reported production defect from the last reporting period remains open and unresolved. During the month, five (5) test-phase defects were identified through testing; the majority are actively being addressed, and none were classified as high severity. In parallel, the team is actively validating the status and usage of Power Apps framework components, auditing current dependencies, and working to improve visibility through component inventory and cross-team coordination to reduce future code quality and maintenance risk. 2/28/26 - During the last reporting period, one (1) new Medium-Severity Production defect was identified. In addition, one (1) previously reported High-Severity defect remains open and is actively being addressed by the project team. Hotfixes for the recently deployed Document Management Scanning functionality have been implemented, and the project team continues remediation efforts to resolve remaining defects. 1/31/26 - During the last reporting period, one (1) new High-Severity Production defect was identified, and three (3) High-Severity defects from recent months remain outstanding. The project team is actively addressing two of the defects, with one under review. The recent Document Management Scanning go-live resulted in a few post-implementation defects, which the team is currently investigating. Root cause analysis (RCA) activities are planned to identify contributing factors and corrective actions. To strengthen the root cause analysis (RCA) process, IV&V provided BHA with a standardized template with supporting documentation; project leadership is reviewing and, once approved, will share with the broader project team. 12/31/25 - During the last reporting period, 2 new High-severity and 1 medium-severity Production defects were identified, with remediation for some planned in the next release. Root cause analysis remains pending for several prior Production defects. To strengthen the RCA process, IV&V has provided BHA with a standardized template and supporting guidance for consistent and effective implementation going forward. Timely completion of RCAs helps minimize recurring defects and contributes to overall quality assurance. 11/30/25 - During the last reporting period, One (1) High-severity and four (4) Medium-severity Production defects were identified, with remediation efforts completed for several of them. However, Root Cause Analysis (RCA) for multiple production defects remain pending. Timely completion of RCAs is essential to prevent recurring defects and reinforce overall quality assurance for future releases. 10/31/25 - Since the Release 4.14 deployment to Production, One (1) High and three (3) Medium-severity post go-live defects were identified. The project team is actively addressing these defects, which impact key functionality - service authorization generation and data imports via the console application. Root Cause Analysis (RCA) has been conducted, with several defects pending analysis. 9/30/25 - Release 4.14 is planned for 10/1/25. Since the last reporting period, the project team has been actively addressing one (1) Critical and one (1) High-severity production defect. Earlier this month, the team deployed two High-severity production defects in a mid-sprint deployment (MSD) on 9/5/25. IV&V continues to monitor code quality, MSDs, and upcoming production releases, with particular attention to new production defects. 8/31/2025 - As of this reporting period, one (1) critical and three (3) high-severity production defects remain unresolved and are actively being addressed by the	Software Development	Issue	Medium	Open			9/30/2020	Gautam Gulvady	
34	Limited BHA resources	Shortage of Behavioral Health Administration (BHA) project resources could lead to reduced productivity and project delays.	Key BHA project resources have reported constraints on how much time they can devote to the project. The departure of the Child and Adolescent Mental Health Division (CAMHD) System Management Office Manager and CAMHD Inspire Project Lead could further impact the project if DOH cannot acquire suitable resources. The lack of capacity of the DOH test script developer has slowed DOH's automated test script development. If BHA is unable to fully staff the project and their existing resources continue to be constrained, the project could experience a reduction in productivity and project delays.	IV&V recommends: 1.Consider identifying key security-related activities such as policy development, monitoring, or access oversight that could benefit from additional support. This could help provide clarity for discussions regarding the potential adjustment of existing roles or exploration of alternative solutions. A high-level overview of these activities may assist leadership in evaluating and addressing any potential gaps over time. 2. BHA implement a structured knowledge transfer process when key personnel retire, including cross-training and documenting critical knowledge in the Dynamic Help Desk system. Regular updates to the knowledge base will maintain its accuracy, preserve essential information, and support smooth operational continuity. 3. Utilizing peer-to-peer knowledge sharing, allowing experienced team members to informally share their expertise during team meetings. Additionally, creating internal documentation that outlines best practices and processes for developing security policies would serve as a self-service resource for the team. 4. DDD and CAMHD have further discussions to optimize resource utilization between the two divisions. 5. BHA should explore options for offloading project team members' daily responsibilities to other staff. 6. BHA should work quickly to create new positions and receive State approval. 7. BHA should identify tasks and duties that they can ask the SI to assume, as permitted by the contract, which are presently being handled by BHA members. 8. BHA should explore the use of contractors to fulfill the functions for open project positions.	3/31/26 - BHA continues to advance work across project needs while coordinating around evolving priorities. Efforts to distribute responsibilities more broadly are ongoing, and deployments continue to progress with technical staff support. While certain security-related activities remain dependent on specific individuals, no immediate delivery impacts have been observed. Resource planning and hiring efforts are underway to fill key roles and introduce additional technical capacity; however, selection and timelines are still evolving. Security-related responsibilities, including monitoring, policy updates, and compliance reporting, continue to be supported by existing resources, with coverage concentrated across limited personnel. Workload distribution remains concentrated in key roles, though there is some redistribution. 2/28/2026 - BHA continues to advance work across design, deployment support, and claims processing while coordinating around evolving priorities. Efforts are underway to distribute design responsibilities more broadly; however, core design activities remain largely supported by a key solution architect. Deployments are progressing with technical staff support, and while certain provisioning and security-related tasks rely on specific individuals, no immediate delivery impacts have been observed. Backup coverage within claims and eligibility processing remains limited amid shifting roles, though workstreams continue to move forward. 1/31/2026 - BHA continues to coordinate and plan around evolving project needs, with ongoing efforts to manage workload, prioritize work, and share knowledge across roles. To further strengthen project delivery and resource management, documentation improvements and targeted cross-training are recommended to support continuity and reduce dependency on key individuals. Overall capacity remains constrained due to vacancies, hiring timelines, and limited net headcount growth following internal role changes. Several specialized functions, including custom programming, calculator support, reporting, security, and business analysis, rely on a small number of individuals, increasing dependency and limiting flexibility. Resource capacity, particularly for specialized development and defect-related activities, will continue to be monitored as a workload and complexity evolve. 12/31/2025 - BHA shows continued commitment to coordinated planning as future project needs are evaluated. The DDD IT Supervisor role has been filled, with the new supervisor starting in December 2025, representing a positive step forward. As planning progresses, some coverage areas remain under development, and security support is currently provided on an interim basis, with the potential to transition to more dedicated support over time. Programming support relies on a limited number of resources and may be an area to monitor as project activities progress. 11/30/25 - BHA remains highly engaged and collaborative as they work through upcoming project needs. Resource limitations remain a consideration for the Data Analytics team, as current analyst capacity may make it challenging to thoroughly review the predictive analytics dashboard or delve deeper into potential unreported adverse events. The Case Management team is experiencing similar constraints, as varying levels of technology comfort and the length and complexity of training sessions can make it harder for some staff to fully engage without additional structured skill-building opportunities. Regarding IT support, the DDD IT supervisor position was undergoing interviews in November. Although an IT training position has not yet been established, CAMHD developed Power Platform training catalogs in November to support IT onboarding and skill development, with departmental branding required for broader use. 10/31/25 - As the team continues to make progress, limited resources remain a key challenge. The DDD IT Help Desk is currently staffed by three team members who support multiple functions, which may limit capacity and slow issue resolution. To enhance support and maintain efficiency, there is a continued need for	Resource Management	Issue	Medium	Open			8/18/2023	Michael Fors	

ID	Short Description	Finding Statement	Analysis and Significance	Recommendation	Finding Update	Category	Type	Priority	Status	Closure Reason	Closed Date	Identified Date	Owner	
39	Deployment process.	Due to on-going deployment processes and technical execution issues, the project may continue to encounter defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-production deployments.	Several post-production bugs have been encountered in the Phase 4 release, R4.4. Regarding the bug, "Human Services Research Institute (HSRI) flow is failing in production" (bug# 34886 https://dev.azure.com/DOHBHA/DOH%20BHA%20INSPIRE/_workitems/edit/34886), what is in development and deployed is vastly different from what was deployed to production. The root cause for these errors is currently being investigated. Repeatable documented release and deployment and resources experienced with deployments will help ensure that mistakes are minimized and that functionality is not mistakenly deprecated when deployments take place.	1.IV&V recommends that the project consider targeted efforts to reduce recurring defects, which may include performing Root Cause Analysis (RCA) on all post-production defects. 2. IV&V recommends that BHA and the SI work together to determine which production defects, including those of lower severity, warrant Root Cause Analysis (RCA), where outcomes may provide valuable insights. Consideration may also be given to defects found in non-production environments, such as recurring defects found during testing. 3. The project team is recommended to develop and document a formal Root Cause Analysis (RCA) protocol that includes defined triggers for initiating an RCA such as severity 1 or 2 production defects, recurring issues, or stakeholder-reported impacts. The protocol should also establish clear roles and responsibilities for conducting RCAs and reviewing outcomes, along with setting timeframes for completing RCAs following defect identification or release. Additionally, incorporating standardized templates or tools for documenting RCA findings and associated corrective actions, as well as implementing a tracking mechanism to ensure those actions are carried out and monitored for effectiveness, will strengthen the process. Formalizing these elements will help ensure RCA practices are applied consistently, improve visibility into root causes, and support long-term defect reduction across future releases, including those related to FHIR, MSOs, and AER. 4. Implement a streamlined Root Cause Analysis (RCA) process to identify deployment causes and prevent recurrence. To manage resource constraints, consider timeboxing RCA efforts—e.g., 1–2 hours per defect or a set number of hours weekly. Within this timeframe, focus on gathering context, analyzing causes, and proposing corrective actions. Project PMs can track these actions to ensure follow-through. 5. The Project should consider automating deployments for resource savings, Increased efficiency, consistency, faster time to market, improved collaboration and reliability, scalability, version control integration, and rollback capability.	3/31/26 - Release 4.17 remains on track for deployment on 4/1/26. The deployment team continues to use the deployment template and is working through recurring challenges that affect execution accuracy. Additional process walkthroughs with the team or increased code review involvement may be beneficial. A mid-sprint deployment (MSD) was completed on 3/9/26, which included updates to how case management details are displayed on service plan printouts, and multiple deployments supporting Document Scanning functionality occurred. Resource capacity remains stable and continues to support MSDs. In parallel, the team is evaluating the use of Azure DevOps pipelines, which may reduce manual effort, improve deployment consistency, and support more flexible deployment scheduling. 2/28/26 – Release 4.16 was successfully deployed on 2/4/26. The deployment team continues to utilize the deployment template, with ongoing improvements to deployment details for consistency and execution quality. A mid-sprint deployment (MSD) was completed on 2/16/26, confirming that a claims pipeline was operating as expected. Resource capacity remains unchanged and continues to support MSDs, with contingency capacity still limited. Automated deployments remain deprioritized due to higher-priority initiatives. 1/31/26 - Preparations efforts for Release 4.16 are progressing, with a planned go-live of 2/4/26. Although the Go/No-Go decision was delayed by a few days, resulting in some compression of deployment preparation activities, the deployment team is managing the impacts effectively. Resource capacity may shift following a recent team member promotion, which places additional responsibilities on a smaller core group. Overall capacity to support mid-sprint deployments (MSDs) continues to remain manageable, though with limited contingency capacity. Automated deployments were placed on hold due to competing higher-priority initiatives. The project team will need to revisit this capability to reassess priority and next steps. 12/31/25 - Release 4.15 was deployed successfully on 12/3/25. Since deployment, three (3) production defects were identified, with remediation for some planned in the next release. A mid-sprint deployment (MSD) was completed on 12/10/25, adding service rate accessibility to both portals ensuring compliance to published FFS payment data. A second MSD was completed on 12/11/25 for updating a DOD Hover BI report. Automated deployments from the Development environment to Production remain ongoing, with a possible test run in the upcoming 4.16 release. 11/30/25 - In preparation for the 4.15 release, the deployment team is proactively resolving missing deployment tasks to ensure a smooth rollout. Since the last reporting period, several production defects were identified and are actively being addressed by the project team. Earlier this month (11/7/25), a Mid-Sprint Deployment (MSD) was conducted to deploy updates to the Provider Portal, enabling the viewing of specific reports. A deployment task template continues to be refined and may be considered in the next release. In addition, BHA will begin work on automating deployments from the Development environment to Production, with a potential test run with the deployment team for Release 4.16. 10/31/25 - Following Release 4.14 deployment, several production defects were identified and are actively being addressed. Mid-sprint deployments during the month introduced additional issues - most notably a console application fix that resulted in multiple post go-live defects requiring remediation in the next release. Execution issues with the Provider API and Provider Portal report deployments highlighted gaps in knowledge transfer and deployment preparation between the	Release/Deployment Planning	Issue	Medium	Open			1/25/2024 - The R	Gautam Gulvady	
40	Limited testing	Limited testing processes can lead to poor-quality software, project delays and extended user acceptance testing.	There is a limited understanding of the testing processes and the roles and responsibilities of those involved in the process. There is no formal process for the development, review, and approval of test scenarios, test cases, and test results to ensure adequate participation and approval from state staff. When testing user stories 34564 and 34756 on 1/31/24, the test tasks did not reflect the real use cases to give stakeholders adequate confidence that the user story could be tested. As a result, time was expended by testing resources, testing was inadequate, and a user story may have been deemed to meet functionality when it did not.	1. IV&V recommends enhancing the testing scripts across testing overall to better align with high-risk and business-critical workflows. As part of this effort, it may be helpful to review recent production defects to identify areas where test coverage could be improved. This may include incorporating a broader range of testing techniques such as negative testing (e.g., invalid inputs or edge cases), boundary testing, role-based scenario testing, and end-to-end workflow validation. Expanding the scope of testing in this way will help uncover hidden defects, improve system robustness, and reduce the likelihood of post-deployment issues. As part of this effort, it may be helpful to review recent production defects to identify areas where test coverage could be improved. Expanding smoke test scenarios to include key functional paths with a history of defects, along with exploring opportunities for automation, can contribute to more efficient and consistent post-deployment validation. These enhancements are intended to support stronger release readiness and help minimize the risk of post-deployment issues. 2. Make efforts to implement a streamlined Root Cause Analysis (RCA) process to identify the causes of defects and prevent recurrence. Due to project resource constraints, propose timeboxing RCA efforts for each defect introduced into production. Timeboxing involves allocating a fixed period (e.g., 1-2 hours per defect or a set number of hours per week) for focused Root Cause Analysis (RCA) activities. These activities may include quickly gathering defect context, analyzing potential causes, and proposing corrective actions, all within the specified timeframe. Project PM(s) can oversee the tracking of corrective actions to ensure completion. 3. IV&V recommends that, after fixing a defect, the SI incorporate relevant test cases to validate these fixes in subsequent releases. 4. IV&V has requested discussions on various aspects of the INSPIRE testing process with a focus on process such as tracking test coverage and requirements traceability, considering new development of Access Rules, Document	3/31/26 - No testing issues were identified during this reported period. BHA continues to evaluate higher-risk areas of the system to determine where targeted test coverage may provide added assurance. IV&V will close this finding. 2/28/26 - Following Release 4.16, no unexpected system-view changes to the Provider Portal were observed compared to the prior cycle, indicating reduced risk of undetected user interface impacts for the release. The test team and deployment team continue discussions to ensure that any testing-related notes or items to monitor in Production are communicated proactively. BHA is continuing to assess high-risk areas of the system to identify opportunities where expanded test coverage may provide added value, aligned with current priorities and timeline. 1/31/26 - During the release 4.15 regression cycle, the team observed an unexpected change to a system view in the Provider Portal, even though no related updates were planned for that area. To help reduce the likelihood of similar occurrences in future releases, incorporating system-view validations into the regression test suite or smoke test plan may be beneficial. For the Document Management release, extensive testing, including UAT, was completed with strong stakeholder participation. Post-go-live defects identified during the two-week hypercare period are being addressed and will transition into the regular backlog. BHA continues to evaluate high-risk areas of the system to identify opportunities where expanded test coverage may add value, based on priorities and timeline considerations. 12/31/25 - No issues were reported with role-based testing during the release 4.15 regression cycle. BHA continues to evaluate high-risk areas of the system to identify opportunities where additional test coverage could provide value, based on priorities and timeline. 11/30/25 - Role-based testing measures that were missing from the previous regression period are being implemented by the testing team during the 4.15 regression testing. In parallel, BHA continues to assess high-risk areas of the system where additional test coverage may provide value. 10/31/25 - BHA continues to evaluate high risk areas of the system where additional test coverage could add value. A key post go-live defect revealed that role-based testing was missed on certain steps during the last regression, with the testing team expecting to incorporate this coverage in the next cycle. 9/30/25 - Alongside the ongoing automated regression test development for DDD, IV&V recommends that BHA assess high-risk areas where enhanced test coverage would add value. IV&V will continue to monitor areas where added test coverage may benefit. At this stage, the project awaits further advancement. 08/31/25 – In addition to the ongoing automated regression test development for ODD and the annual performance testing, IV&V recommends that BHA identify high-risk areas where enhanced test coverage would be beneficial. A phased approach is recommended to gradually expand new and/or existing testing processes while working within resource constraints. 7/31/25 - While regression testing for Release 4.13 was executed successfully as scheduled (7/21/2025 – 7/29/2025), the continued reliance on manual testing, especially during Tosca license renewal, underscores broader limitations in test coverage and execution efficiency. Current practices may not fully exercise high-	Test Practice Validation	Issue	Low	Closed			1/31/2024	Gautam Gulvady	
41	Backlog meetings	The absence of separate dedicated product backlog review meetings can lead to unclear priorities, misalignment with stakeholders, inadequate refinement, and increased risk of scope creep.	Currently, product backlog reviews are done during design meetings and/or weekly issues meetings. This can lead to, e.g., scattered focus, limited stakeholder engagement, difficulty in managing complexity, and delayed decision making. A product backlog review is an essential part of agile project management, particularly in Scrum. It's a collaborative meeting where the Scrum team, including the Product Owner, Scrum Master, and development team members, inspect and adapt the product backlog. The product backlog review is an important Scrum ceremony that helps keep the backlog relevant, up-to-date, and aligned with the project's goals and priorities. Here's a summary of what typically happens during a product backlog review: 1. Inspecting Backlog Items: The team reviews the items on the product backlog. This involves discussing each item, understanding its priority, value, and acceptance criteria. 2. Ensuring Clarity: The team ensures that each backlog item is clear and well-understood. Any ambiguities or uncertainties are clarified at this stage. 3. Estimation: Estimation of backlog items may occur during the review. The team may use techniques like story points or relative sizing to estimate the effort required for each item. 4. Re-prioritization: based on new insights, changes in requirements, or stakeholder feedback, the team may need to re-prioritize items in the backlog. 5. Removing or Adding Items: Items that are no longer relevant or necessary may be removed from the backlog. New items that emerge or are identified as important may be added. 6. Refinement: Backlog refinement may also occur during the review. This involves breaking down large items into smaller, more manageable ones, or adding more detail to items as needed. 7. Collaboration: The review is a collaborative effort involving the entire Scrum team. It's an opportunity for open discussion and sharing of ideas to ensure everyone is aligned on the goals and priorities.	1. BHA continue to conduct these meetings regularly and mature the practice over time, as they provide tangible value in sustaining project velocity and reducing rework. 2. CAMHD and ODD implement a structured feedback management process with a prioritization framework to ensure that all new requests are thoroughly evaluated and aligned with project goals before being added to the backlog. 43. Separate dedicated product backlog review meetings (during sprints) would allow clarifying any ambiguities or uncertainties, re-prioritization, estimation, and refinement of backlog items. This would allow the project team to avoid situations where decisions about including items mid-sprint would have to be taken. 4. IV&V recommends scheduling separate dedicated product backlog review meetings (during Sprints) where all relevant stakeholders are invited to review the product backlog and scheduled at the appropriate time(s) such that there is sufficient time to plan the design, development, and implementation (DDI) of the next release(s).	3/31/26 - IV&V is closing this finding. Backlog refinement sessions appear to be operating effectively, with general alignment observed across BHA stakeholders on the current approach. 2/28/26 - BHA continues applying incremental story decomposition across key initiatives, including Document Management and Grievances-related work. Larger efforts are increasingly being broken into smaller user stories to improve sprint predictability and visibility. As larger initiatives (e.g., mortality reviews) are decomposed, questions have emerged regarding story dependencies and whether items can be promoted independently or must move together. Clarifying these dependencies during backlog refinement and decomposition may further support smoother sprint execution, improved release coordination, and more consistent incremental delivery. 1/31/2026 - BHA has started applying incremental story breakdown on select initiatives, including Grievances work items related to access rules. For the upcoming Document Management go-live, multiple smaller tasks were assigned rather than one large work item. Planning sessions with analytics stakeholders have outlined phases 2a, 2b, and 2c for the year, providing a framework for more structured backlog prioritization and incremental progress. Continued attention to visibility and incremental planning supports efficient sprint management. Refining the backlog and decomposing larger items remain a priority for the project team. Capacity and competing responsibilities can influence how consistently larger items are broken down, and some requests may take longer to surface as priorities shift. 12/31/2025 - The process of incrementally breaking down larger user stories is still in early stages and has not yet been widely applied across the project. This approach is expected to become increasingly important during Analytics Phase 2, where several current user stories remain large. Progress on this effort is closely linked to upcoming planning and coordination sessions with analytics stakeholders, which will help clarify priorities, refine requirements, and create more manageable story increments. At this time, this is a planned focus area that highlights an opportunity to strengthen user story management as the project progresses. 11/30/25 - The BHA team is currently exploring an incremental approach to break large user stories into smaller, more manageable pieces. This approach is intended to improve project throughput and overall sprint velocity. While the method remains a work in progress, the team has noted ongoing considerations around managing particularly large or complex user stories. Continued monitoring and refinement may be needed to ensure the approach achieves its intended benefits. 10/31/25 - BHA team is currently refining its sprint planning and resource management approach. They are exploring the use of epics to better organize work and plan for larger initiatives that may span multiple releases, moving beyond the current "big rock" approach to a more agile, iterative planning model. A newly integrated team member is actively contributing to E-sign-related efforts, which has strengthened expertise within the team. Collaboration has also improved, with multiple functional areas including clinical, case management, and grievance teams engaged in reviewing and refining backlog items.	Sprint Planning	Risk	Low	Closed	Backlog refinement sessions appear to be operating effectively, with general alignment observed across BHA stakeholders on the current approach.	3/31/2026	1/26/2024	Gautam Gulvady	

ID	Short Description	Finding Statement	Analysis and Significance	Recommendation	Finding Update	Category	Type	Priority	Status	Closure Reason	Closed Date	Identified Date	Owner	
56	User engagement opportunities	There is an opportunity to strengthen the user story development process through more consistent and structured engagement among the configurator, requesting user, and business analyst (BA). While BHA engages users on more complex features, this isn't applied consistently across stories that do need business input. Since not all stories require business participation, establishing clear criteria for when input is needed would help ensure that business-impacting stories receive proper validation and reduce the risk of misalignment.	Industry standards emphasize early and ongoing stakeholder validation to ensure requirements accurately reflect user needs, along with Scrum principles which promotes continuous collaboration and refinement of user stories to establish shared understanding prior to development. Limited structured communication and feedback among the configurator, business analyst, and end user may result in user stories and configured solutions that may not fully align with intended business workflows or user expectations. This misalignment increases the risk of rework and delayed acceptance.		3/31/26 - IV&V observed effective and sustained engagement of user requestors (business owners) throughout user story development and testing. Based on these observations, IV&V will close this preliminary concern. 2/28/26 – IV&V has noted inconsistent engagement of user requestors (business owners) during user story development and testing. Limited user involvement could increase the occurrence of misinterpreted requirements and functionality that does not fully meet business needs. IV&V will continue to monitor related scenarios and report on impacts as they emerge.	User Story Validation	Preliminary Concern		Closed					
57	Incomplete user story impact analysis	There is an opportunity to strengthen the user story planning process through more consistent early impact analysis. Some requested application changes initially scoped as isolated technical updates were later identified to have additional functional dependencies. Strengthening early impact identification could help reduce downstream scope rework and avoid inefficiencies in staff effort.	Industry best practices emphasize early and comprehensive impact analysis for user stories to ensure accurate scoping, particularly for changes that may affect shared functionality or data. Delayed identification of cross-feature impacts increases risk of downstream scope adjustments occurring after development has begun. Late discovery of dependencies may lead to rework, re-sequencing of tasks, and schedule pressure.			User Story Validation	Observation		Open			3/25/2026		