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STATE OF HAWAIʻI | *KA MOKUʻĀINA O HAWAIʻI*
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 8, 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

May 1 – May 31, 2026

Final Submitted: June 09, 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 remains on schedule, with Release 4.18 successfully deployed on May 27, 2026, introducing enhancements across provider portal usability, ISP reporting, deployment standardization, and DDD workflows. These updates are expected to support improved data visibility, process consistency, and reporting capabilities across DDD and CAMHD. Document Management Scanning also progressed during this period, with a May 28, 2026, deployment focused on refinement to document models, forms, and routing logic.

Deployment activities continued steadily this month, with some preparation items highlighting an opportunity to further strengthen release readiness. Regression testing for Release 4.18 was completed on May 26, 2026, with both CAMHD and DDD performing manual testing, during which a few defects were identified and subsequently addressed through team follow-up. DDD scripts are being reassessed as part of the project's replanning effort, with the goal of bringing the completed scripts (60%) back online in the next release and establishing a timeline for the remaining scripts. CAMHD automation is expected to resume in the next release following completion of DigiCert upgrades, while Azure pipeline test runs may begin in lower environments in an upcoming release.

Overall defect levels remained manageable this month, with none classified as high severity. Two new medium-severity production defects and ten test defects were identified during the period, and the project team continues to monitor and address defects through the established process. IT Helpdesk support continues to require attention, particularly as portal and system usage expand. CAMHD added a new help desk resource to provide additional support as onboarding continues and responsibilities expand over time. Security support remains reliant on existing staff, with limited coverage available.

Executive Summary

Mar	Apr	May	Category	IV&V Observations
L	L	L	**Sprint Planning**	This category remains Green (low criticality) for the May reporting period with no active findings.
L	L	L	**User Story (US) Validation**	This category remains Green (low criticality) for the May reporting period with no active findings.
M	M	M	**Test Practice Validation**	DDD and CAMHD continued regression testing and release validation for Release 4.18, which was completed without critical production impacts. DDD scripts are being reassessed as part of the project's replanning effort to support reactivation in the next release and establish a timeline for the remaining scripts. CAMHD is expected to begin automated regression testing with the upcoming release following completion of DigiCert upgrades, which may support improved testing consistency and release readiness over time.

Executive Summary

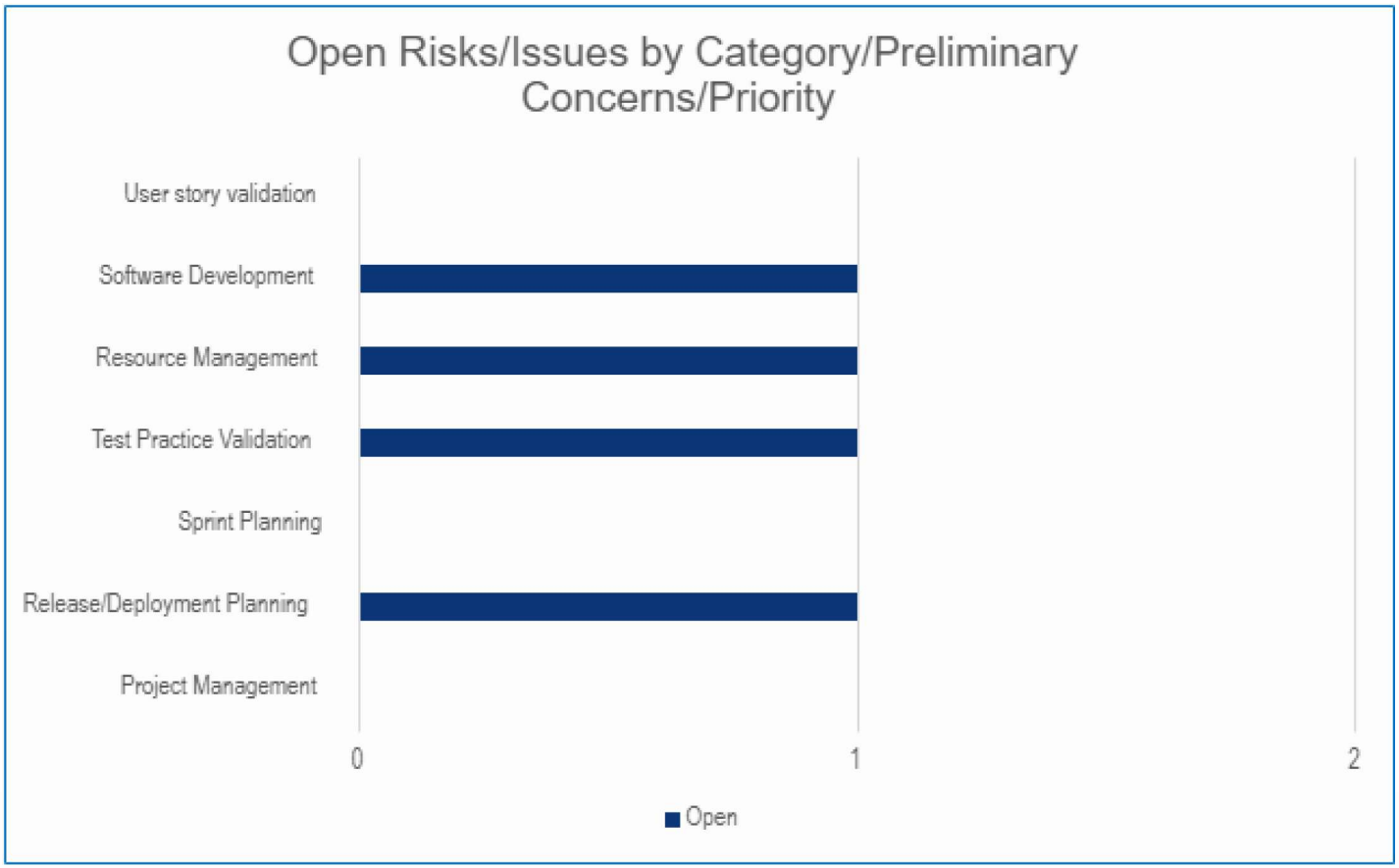
Mar	Apr	May	Category	IV&V Observations
M	M	M	**Release / Deployment Planning**	The deployment team remained responsive and collaborative throughout Release 4.18, helping address issues identified during testing and after go-live. At the same time, release preparation activities continued to highlight opportunities to further strengthen deployment readiness and validation, with Azure DevOps pipeline validation and potential deployment team code reviews identified as measures that may support future releases.
L	L	L	**On-The-Job-Training (OJT) and Knowledge Transfer (KT) Sessions**	This category remains Green (low criticality) for the May reporting period with no active findings.
L	L	L	**Targeted KT**	This category remains Green (low criticality) for the May reporting period. IV&V will continue to monitor.
L	L	L	**Project Performance Metrics**	There are no findings regarding project performance metrics for the May 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 May reporting period. There are no outstanding findings in this category, and IV&V will continue to monitor.

Executive Summary

Mar	Apr	May	Category	IV&V Observations
L	L	L	**Project Management**	The project remains on schedule, with Release 4.18 successfully deployed on May 27, 2026, delivering enhancements across provider portal usability, ISP reporting, and DDD workflows. Document Management Scanning also progressed during this period, with a May 28 deployment focused on refinements to document models, forms, and routing logic.
M	M	M	**Resource Management**	BHA continued to make progress across development, IT support, security, and reporting while managing evolving resource needs. The new CAMHD help desk resource is expected to provide additional support over time and help desk metrics will be important to better understand volume, trends, and overall capacity as support needs evolve.

Executive Summary

As of the May 2026 reporting period, four (4) open findings. Three (3) Medium Issues, One (1) Low Issue spread across the Release/Deployment Planning, Test Practice Validation, Resource Management, and 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

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 to advance regression testing and release validation activities. The 4.18 release was completed without critical production impacts; however, a few post-deployment provider portal issues were identified and addressed shortly after deployment. These items highlighted an opportunity to further strengthen coordination between regression testing, smoke testing, and post-deployment validation. DDD Scripts are being reassessed as part of the Project's replanning effort, with the goal of bringing them back online in the next release and establishing a timeline for completing the remaining scripts. CAMHD is expected to begin automated regression testing with the upcoming release, which may help improve testing consistency and release readiness over time. CAMHD also successfully completed the DigiCert upgrades and installed across the applicable machines. Through this effort, CAMHD leadership helped provide a clear timeline and process understanding that can be considered for future planning.	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

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 4.18 preparation activities identified opportunities to continue strengthening deployment readiness and validation practices. Some deployment-related tasks contributed to defects identified during regression testing and after go-live, including post-production issues affecting the Provider and Customer portals. The deployment team remained responsive and collaborative in resolving issues and helping to mitigate production impacts. Continued focus on preventative measures, including potential code reviews by the deployment team may further support release readiness moving forward. Azure DevOps pipeline validation was not executed during this release but may be considered for a future release cycle.	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.	In-Progress
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
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
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
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 make progress across development, IT support, security, and reporting while managing evolving priorities and resource needs. Resource capacity remains generally consistent, with some activities still relying on specialized staff and open positions still moving through the posting process. The new CAMHD help desk resource is expected to provide additional support as onboarding continues and responsibilities expand over time. As portal and system support needs continue to evolve, help desk metrics will be important to better understand ticket volume, support trends, and overall capacity.	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

IV&V Findings & Recommendations

Software Development

#	Key Findings	Criticality Rating
14	**Low Issue:** Due to multiple quality concerns, the project may continue to face impactful system defects. **Finding Update:** During the last reported period, 2 new Medium-severity production defects were identified, while multiple previously identified production defects were resolved in release 4.18. In addition, ten (10) test-phase defects were identified, approximately half during regression testing, with none classified as high-severity. While the limited production defect volume and absence of high-severity test defects are positive indicators, the continued identification of defects during formal and regression testing suggests that opportunities remain to strengthen defect prevention and regression stability.	L

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.	In-Progress
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

IV&V Findings & Recommendations

Software Development (cont'd)

Recommendations	Status
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

Test Practice Validation

#	Key Findings	Criticality Rating
58	**Preliminary Concern:** There is an opportunity to strengthen the accuracy and consistency of the test case creation process. During recent testing, some test cases contained basic errors that would typically be expected to be identified and corrected prior to joint testing sessions. **Finding Update:** Recent observations indicate that the test case creation process has improved. Based on this progress, IV&V will be closing this preliminary concern at this time, while continuing to monitor the area for any future gaps or signs of regression.	Closed

IV&V Findings & Recommendations

Project Performance Metrics

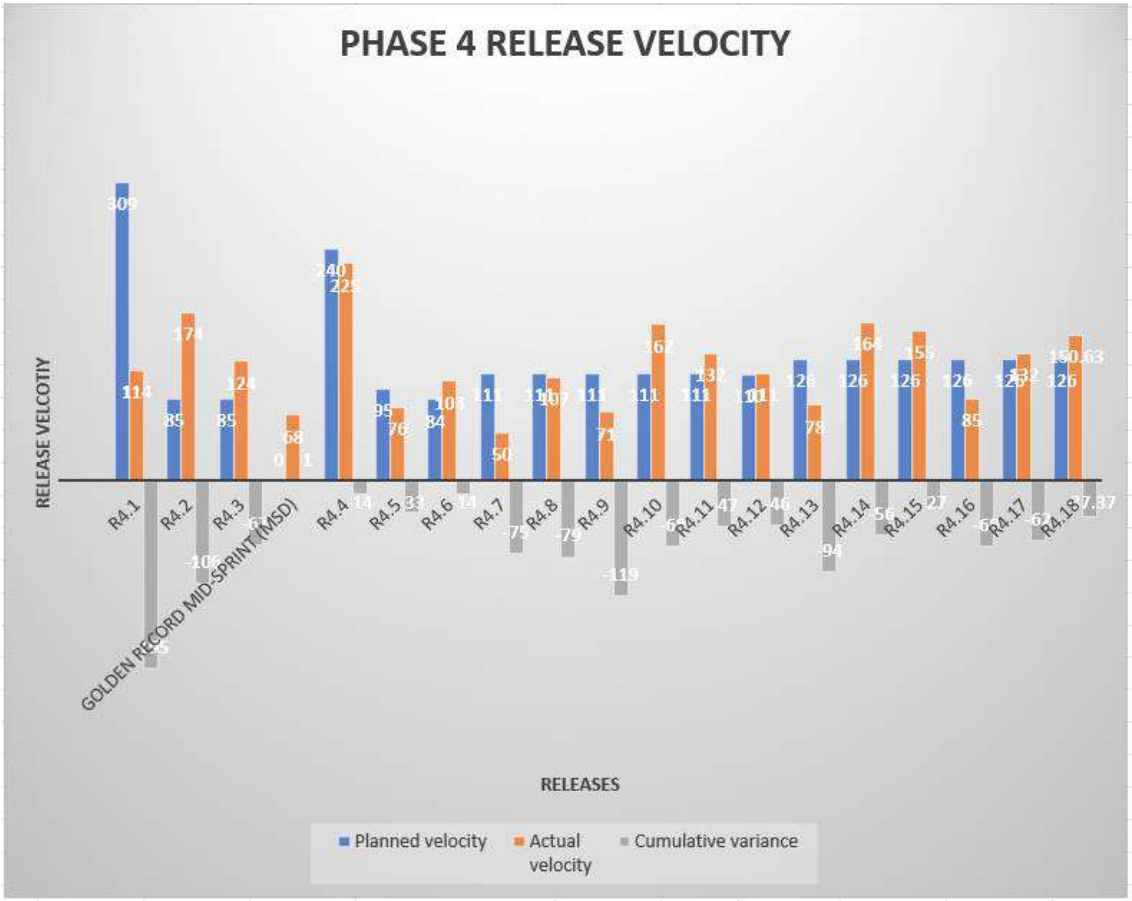
<table>
<tr><th>Metric</th><th>Description</th><th>IV&V Observations</th><th>IV&V Updates</th></tr>
<tr><td>Velocity</td><td>• Review and validate the velocity data as reported by the project
• Verify the project is on pace to hit the total target number of US/USP</td><td>R4.18 was successfully deployed on 5/27/2026.</td><td>Velocity Metric Trends:
<table><tr><th>Release</th><th>Planned velocity</th><th>Actual velocity</th><th>Percentage attained</th></tr><tr><td>4.18</td><td>126</td><td>150.63</td><td>119%</td></tr></table></td></tr>
</table>

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
R4.17	126	132	-62
R4.18	126	150.63	-37.37



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	May – Velocity was estimated at 126 USPs for R4.18, 150.63 USPs were promoted to production on 5/27/26. •88% of the USPs were associated with user stories and requests. •12% of the total USPs were associated with defects encountered during the release effort or pulled from the defect backlog.	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 May 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 May 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. Security Plan
8. BHA IT Blueprint.docx

Eclipse IV&V® Base Standards and Checklists

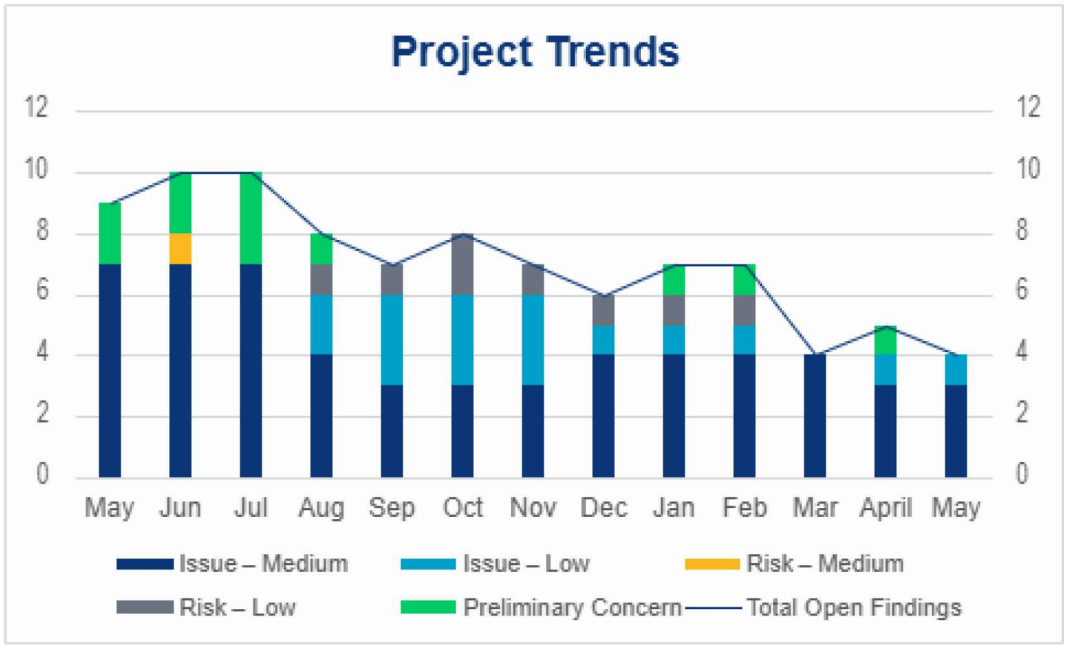


Appendix C: Project Trends

Appendix C
Project Trends

	August	September	October	November	December	January	February	March	April	May
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	8	7	8	7	7	7	7	4	5	4
Issue - high	0	0	0	0	0	0	0	0	0	0
Issue - medium	4	3	3	3	4	4	4	4	3	3
Issue - low	2	3	3	3	1	1	1	0	1	1
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	0	0	0
Preliminary Concern	1	0	1	0	1	1	1	0	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
ISP	Individualized Service Plan

Appendix E
List of Production Defects

ID	Work Item Type	Division	Title	State	Priority	Severity	Found In	Created Date
42501	Bug	DDD	DDD - LTW & ISW not cloned	Approved	1	3 - Medium	PROD	4/28/2026 12:05
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
42691	Bug	DDD	DDD - Plan Service Date Restriction Error Displaying Unexpectedly	Ready for Code Review	2	3 - Medium	PROD	5/29/2026 11:36
42535	Bug	DDD	DDD - Intermittent Outcome/Action Step duplication	New	2	3 - Medium	PROD	5/1/2026 7:43
42494	Bug	DDD	DDD - Calculator not correct for RBT services	Pending Approval	2	3 - Medium	PROD	4/27/2026 14:35
42317	Bug	DDD	DDD - Program Enrollment mapping issues on ISP Report	New	2	3 - Medium	PROD	4/8/2026 6:16
42051	Bug	DDD	DDD - AER - Dashboard semantic layer error - Missing Customer	New	2	3 - Medium	PROD	2/16/2026 8:07
40855	Bug	DDD	DDD - Calculator one-time mid-year change ISP report discrepancy	New	2	3 - Medium	PROD	8/20/2025 7:49
40521	Bug	DDD	DDD - Alert - Found in Latest Claims Refresh not returning any data to send emails from	Ready To Test	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
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.	5/31/26 - DDD and CAMHD continue to advance regression testing and release validation activities. The 4.18 release was completed without critical production impacts; however, a few post-deployment provider portal issues were identified and addressed shortly after deployment. These items highlighted an opportunity to further strengthen coordination between regression testing, smoke testing, and post-deployment validation. DDD Scripts are being reassessed as part of the Project's replanning effort, with the goal of bringing them back online in the next release and establishing a timeline for completing the remaining scripts. CAMHD is expected to begin automated regression testing with the upcoming release, which may help improve testing consistency and release readiness over time. CAMHD also successfully completed the DigiCert upgrades and installed across the applicable machines. Through this effort, CAMHD leadership helped provide a clear timeline and process understanding that can be considered for future planning. 4/30/26 - DDD and CAMHD continue manual regression testing. Regression testing activities continue to evolve, with the 4.17 regression cycle highlighting opportunities to further strengthen coverage. No updates on DDD's automated testing, which remains on hold as the updated project schedule is finalized. CAMHD has obtained the TOSCA license, and configuration across TOSCA components is ongoing. 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 enabling updated Tosca licenses. CAMHD will rescan 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.	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	5/31/26 - During the last reported period, 2 new Medium-severity production defects were identified, while multiple previously identified production defects were resolved in release 4.18. In addition, ten (10) test-phase defects were identified, approximately half during regression testing, with none classified as high-severity. While the limited production defect volume and absence of high-severity test defects are positive indicators, the continued identification of defects during formal and regression testing suggests that opportunities remain to strengthen defect prevention and regression stability. 4/30/26 - During the last reporting period, four (4) new production defects were identified, all classified as Medium severity. One defect is currently being addressed and is planned for inclusion in the upcoming release, while three defects remain open. Provider Connect Framework (PCF) auditing activity, which may help reduce future code quality risk, was limited during this reporting period, with increased activity expected following a new request planned for an upcoming release. In addition, root cause analysis (RCA) continues to be performed for closed production defects to support continuous improvement. 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 Provider Connect Framework (PCF) 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	Software Development	Issue	Low	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 Dynamics 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.	5/31/26 - BHA continues to make progress across development, IT support, security, and reporting while managing evolving priorities and resource needs. Resource capacity remains generally consistent, with some activities still relying on specialized staff and open positions still moving through the posting process. The new CAMHD help desk resource is expected to provide additional support as onboarding continues and responsibilities expand over time. As portal and system support needs continue to evolve, help desk metrics will be important to better understand ticket volume, support trends, and overall capacity. 4/30/26 - BHA continues to advance work across development, IT support, and security while adapting to evolving priorities and resource needs. Key development work continues to rely on specialized resources, and planned absences or transitions may require temporary coverage and ramp-up support. IT/help desk capacity also remains an area to monitor as vacancies continue, and provider portal expansion may increase support demand. While no immediate delivery impacts have been confirmed, continued attention to resource alignment, interim coverage, and process consistency will help support timelines, reporting reliability, and overall system stability. CAMHD has onboarded a new help desk resource focused on supporting CAMHD operations. 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 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	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.	5/31/26 - Release 4.18 preparation activities identified opportunities to continue strengthening deployment readiness and validation practices. Some deployment-related tasks contributed to defects identified during regression testing and after go-live, including post-production issues affecting the Provider and Customer portals. The deployment team remained responsive and collaborative in resolving issues and helping to mitigate production impacts. Continued focus on preventative measures, including potential code reviews by the deployment team may further support release readiness moving forward. Azure DevOps pipeline validation was not executed during this release but may be considered for a future release cycle. 4/30/26 - Release 4.17 preparation activity continued to show gaps in the deployment template, resulting in defects identified during regression testing. To address this, the deployment team plans to conduct process walkthroughs to strengthen preparation for the upcoming 4.18 release. The addition of code reviews by the deployment team may be beneficial. An mid-sprint deployment (MSD) was completed on 4/29/26, with targeted enhancements to improve reporting reliability, document search capabilities and form usability. In addition, progress has been made on adopting Azure Devops pipelines, with potential test runs in lower environments anticipated as early as next release. 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 MSOs. 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 MSOs, 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 Power BI report. Automated deployments from the Development	Release/Deployment Planning	Issue	Medium	Open			1/25/2024 - The R	Gautam Gulvady	
58	Test Case Development Inconsistencies	There is an opportunity to strengthen the accuracy and consistency of the test case creation process. During recent testing, some test cases contained basic errors that would typically be expected to be identified and corrected prior to joint testing sessions.	Industry best practices highlight the importance of well-defined test cases as a key factor in supporting effective and efficient test execution. When certain items are not identified prior to joint testing, this may lead to additional coordination efforts, rework, or reduced testing efficiency. Strengthening early test case review and validation helps improve test reliability and supports smoother joint testing.		5/31/26 - Recent observations indicate that the test case creation process has improved. Based on this progress, IV&V will be closing this preliminary concern at this time, while continuing to monitor the area for any future gaps or signs of regression.	Test Practice Validation	Preliminary Concern		Closed			4/29/2026	Justin Ho	