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#### STATE OF HAWAI'I | KA MOKU'ĀINA O HAWAI'I DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | KA 'OIHANA LOIHELU A LAWELAWE LAULĀ

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | KE'ENA HO'OLANA 'ENEHANA

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

May 8, 2025

The Honorable Ronald D. Kouchi President of the Senate and Members of the Senate Thirty-Third State Legislature State Capitol, Room 409 Honolulu, Hawai'i 96813 The Honorable Nadine K. Nakamura Speaker and Members of the House of Representatives Thirty-Third State Legislature State Capitol, Room 431 Honolulu, Hawai'i 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 Hawai'i, Department of Health, BHA Integrated Case Management System Project.

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

Sincerely,

Christine M. Sakuda Chief Information Officer State of Hawai'i

Attachments (2)



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

*IV&V* Report for the period of <u>March 1 – March 31, 2025</u>

Final Submitted: April 14, 2025



**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





The project continues to show steady progress in the buildout and deployment of key system features. The INSPIRE and AER projects are progressing well, with the system currently undergoing manual regression testing and on track for a combined new release slated for April 3, 2025. The new AER solution recently completed Hypercare (an intense monitoring and support phase to identify and resolve defects) and is now live in production. The AER team worked diligently to close all defects reported during Hypercare and is now focused on refining their AI model to better support case manager policies and to ensure proper adverse event notifications are sent.

New defects continue to appear in the production system and the integrated development team is making efforts to remediate them. Following the recent deployment of the new release to the live/production system, new production defects were identified, including 1 high-severity defect. It remains unclear why these defects were not discovered during testing. The SI has reiterated its intention to improve quality assurance by expanding test coverage, enhancing smoke testing, and refining defect re-testing procedures. Additionally, the project will be onboarding a Tosca SME in early April 2025 to help with repairing automated test scripts. This could also offer some relief to BHA resources supporting current manual regression testing efforts.

BHA is making progress in actively documenting and expanding the system support knowledge base to build a comprehensive help desk resource that enables users to find answers independently of help desk or project resources.

IV&V closed a finding about SharePoint folder performance (finding #43). The project has been able to work around SharePoint challenges and limitations thus far and has developed a plan to address them as part of the upcoming digitization initiative.



Jan	Feb	Mar	Category	IV&V Observations
Y	Y	Y	Sprint Planning	The Product Backlog meetings are being scheduled, and the IV&V team has been invited to attend. These meetings help to align priorities, manage technical dependencies, and ensure that backlog items are well-defined for development and testing, helping to maintain project velocity and minimize rework.
G	G	G	User Story (US) Validation	There are no active findings in the User Story (US) Validation category, which remains Green (low criticality) for this reporting period. IV&V will continue to monitor the US development and validation process in upcoming reporting periods.
Y	Y	Y	Test Practice Validation	Following the recent deployment of the new release to the live/production system, new defects were identified, including 1 high-severity defect. It remains unclear why these defects were not discovered during testing. The SI has reiterated its intention to improve quality assurance by expanding test coverage, enhancing smoke testing, and refining defect re-testing procedures. Additionally, the project will be onboarding a Tosca SME in early April 2025 to help with repairing automated test scripts. This could also offer some relief to BHA resources supporting automated testing efforts.



Jan	Feb	Mar	Category	IV&V Observations
×	Y	Y	Release / Deployment Planning	It remains unclear whether RCAs (Root Cause Analyses) are adequately documented for defects deployed into production, and whether the project is effectively utilizing RCAs to minimize post-production defects. BHA has indicated that resource constraints have impeded some RCA efforts. Neglecting to implement RCA processes could result in heightened defect rates, including recurring issues due to unidentified and/or unresolved root causes.

Jan	Feb	Mar	Category	IV&V Observations
G	G	G	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.
G	G	G	Targeted KT	This category remains Green (low criticality) for the March reporting period. IV&V will continue to monitor.
G	G	G	Project Performance Metrics	There are no project performance metrics to report for the March reporting period. IV&V will keep this category's criticality rating Green (low criticality) and will continue to monitor.
G	G	G	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.

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Jan	Feb	Mar	Category	IV&V Observations
Y	R	Y	Project Management	The new AER solution recently completed Hypercare (an intense monitoring and support phase to identify and resolve defects) and is now live in production. The AER team worked diligently to close all defects reported during Hypercare. The project is currently prioritizing the product backlog. To help case managers better understand the system, the project is creating documentation to enhance system use. The AER team is working to adjust their AI model to better support case manager policies and to ensure proper adverse event notifications are sent.

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Jan	Feb	Mar	Category	IV&V Observations
				BHA is making progress in actively documenting and expanding the system support knowledge base to build a comprehensive help desk resource that enables users to find answers independently.
Y	Y	Y	Resource Management	Additionally, the project will be onboarding a Tosca SME in early April 2025 to help with repairing automated test scripts. This could also offer some relief to BHA resources supporting automated testing efforts. Furthermore, documentation, knowledge transfer, and skill-building sessions will be provided to the DDD staff, ensuring they are well-equipped to maintain and update the scripts effectively moving forward.

As of the March 2025 reporting period, Ten (10) open findings were updated – Nine (9) Medium Issues, One (1) Medium Risk spread across the Release/Deployment Planning, Test Practice Validation, Sprint Planning, Project Management, Resource Management, 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	<ul> <li>Medium 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.</li> <li>Update: Product Backlog meetings are being scheduled, and the IV&amp;V team has been invited to attend. These meetings are essential for aligning priorities, managing technical dependencies, and ensuring that backlog items are well-defined for development and testing, helping to maintain project velocity and minimize rework.</li> </ul>	M
Recon	nmendations	Status
CAMH ensure	D and DDD implement a structured feedback management process with a prioritization framework to that all new requests are thoroughly evaluated and aligned with project goals before being added to the	Open
baonio	g.	
Separa uncerta avoid s	g. ate dedicated product backlog review meetings (during Sprints) would allow clarifying any ambiguities or ainties, re-prioritization, estimation and refinement of backlog items. This would allow the project team to situations where decisions about including items mid-Sprint would have to be taken.	Open



## **IV&V Findings & Recommendations**

#### **Test Practice Validation**

#	Key Findings	Criticality Rating
2	<ul> <li>Medium Issue: As a result of regression testing not being consistently performed, production releases are breaking existing functionality in the production environment.</li> <li>Finding Update: The SI has updated the AER regression test scripts. Regression testing for R4.11 began on 3/25/25 and is scheduled for completion by 4/2/25. For this release, CAMHD will perform both manual and automated testing, while DDD will primarily focus on manual regression testing. To ensure continued support for future Phase 4 releases—R4.12 and beyond—the project will be onboarding a Tosca Automated Regression Testing Subject Matter Expert (SME) in early April 2025, with work scheduled to begin subsequently. This effort is expected to take place in April and May 2025. Upon completion, the INSPIRE project will have a fully updated and comprehensive set of automated test scripts. Additionally, documentation, knowledge transfer, and training will be provided to the DDD staff to ensure they can effectively maintain and update the scripts going forward.</li> </ul>	M
Recon	nmendations	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 efficiently meet their testing objectives.		
A balar	nced approach that combines manual and automated regression testing to ensure broad test coverage xibility.	Open



## 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
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	<ul> <li>Medium Issue: Insufficient testing processes can lead to poor-quality software, project delays, and extended user acceptance testing.</li> <li>Finding Update: The AER solution is in production. The project team closely monitored the solution to ensure stability, quickly resolve issues, and help users adjust to the new system (also known as Hypercare); Hypercare ended on 3/21/25 and the project is prioritizing the product backlog. The AER team worked diligently to close all defects reported during Hypercare.</li> <li>Since the deployment of R4.10 on 2/6/25, the project has identified additional unresolved production defects, including 1 high-severity defect, in Azure DevOps (ADO) (see Appendix E for details), despite testing at the unit, system integration (SIT), regression, joint, and smoke testing levels. In response, the System Integrator (SI) is enhancing smoke test scripts to provide more comprehensive coverage, including functionality such as the Provider Portal. To further strengthen quality assurance, the project will be onboarding Tosca automated regression testing expert in early April 2025, with work scheduled to begin subsequently. The expert will focus on repairing existing Tosca scripts and reinitiating automated testing efforts.</li> </ul>	M
Recon	nmendations	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.		



#### IV&V Findings & Recommendations Test Practice Validation (cont'd)

Recommendations	Status
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	<ul> <li>Low 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.</li> <li>Finding Update: It remains unclear whether RCAs (Root Cause Analyses) are adequately documented for defects deployed into production, and whether the project is effectively utilizing RCAs to minimize post-production defects. BHA has indicated that resource constraints have impeded some RCA efforts. Neglecting to implement RCA processes could result in heightened defect rates, including recurring issues due to unidentified and/or unresolved root causes. With the R4.11 go-live scheduled for 4/3/25, IV&amp;V will continue to monitor the deployment quality of R4.10, FHIR, MSDs, and the AER solution to identify any deployment-related defects.</li> </ul>	C
Reco	ommendations	Status
Reco Imple recur set n corre	ement a streamlined Root Cause Analysis (RCA) process to identify deployment causes and prevent rrence. To manage resource constraints, consider timeboxing RCA efforts—e.g., 1–2 hours per defect or a umber of hours weekly. Within this timeframe, focus on gathering context, analyzing causes, and proposing ective actions. Project PMs can track these actions to ensure follow-through.	Status Open
Reco Imple recur set n corre The p faste capa	ement a streamlined Root Cause Analysis (RCA) process to identify deployment causes and prevent rrence. To manage resource constraints, consider timeboxing RCA efforts—e.g., 1–2 hours per defect or a umber of hours weekly. Within this timeframe, focus on gathering context, analyzing causes, and proposing ective actions. Project PMs can track these actions to ensure follow-through. project should consider automating deployments for resource savings, increased efficiency, consistency, r time to market, improved collaboration and reliability, scalability, version control integration, and rollback bility.	Status Open Open

## IV&V Findings & Recommendations Release / Deployment Planning (cont'd)

Recommendations	Status
As appropriate, consult with RSM on best practices that BHA could employ to support deployment.	Open
Request the assistance of the RSM 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.	Open
Request assistance from the RSM Solution Architect in reviewing deployment scripts to double-check for accuracy and completeness before commencing deployment activities.	Open
The Project Team should consider evaluating potential changes to improve/enhance existing processes and communications to address current release/deployment shortfalls.	Open
IV&V recommends performing a Root Cause Analysis (RCA) in collaboration with RSM for the continued concerns surrounding environment differences.	Open
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.	Open
Look at implementing 'hard' code freeze dates as well as test environment deployment dates to ensure that testing and deployment activities are not rushed.	Open
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.	Open
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.	Open

## **IV&V Findings & Recommendations**

#### **Release / Deployment Planning**

#	Key Findings	Criticality Rating
43	<ul> <li>Low Issue: Execution time for the process for updating DDD SharePoint folders was unacceptable.</li> <li>Finding Update: Due to the pending funding approval for the DDD digitization project (currently no target approval date), an update will not be available. Once approved, the digitization project will commence. Hence, IV&amp;V will categorize this finding as closed and monitor it for now under the "Closed but Monitoring" status.</li> </ul>	
Reco	ommendations	Status
IV&V	recommends doing an impact analysis, e.g., downstream impact.	Open
IV&V enco and r	recommends that DDD puts on hold any development utilizing Power Automate for the performance issue untered in production (marked "TBD" in finding #14 related to "SharePoint Bulk Flows still running") related User Stores, e.g., "Changes to DDD folders," and defects.	Open
IV&V	recommends evaluating other feasible options, e.g., leveraging SharePoint tools and best practices.	Open
A pro	pject issue should be opened to identify and manage the resolution of this issue.	Open



# **IV&V Findings & Recommendations**

#### **Project Management (cont'd)**

#	Key Findings	Criticality Rating
14	<ul> <li>Medium Issue: Due to multiple quality concerns, the project may continue to face impactful system defects.</li> <li>Finding Update: The AER solution is in production. The project team closely monitored the solution to ensure stability, quickly resolve issues, and help users adjust to the new system (also known as Hypercare); Hypercare ended on 3/21/25 and the project is prioritizing the product backlog. The AER team worked diligently to close all defects reported during Hypercare. The AER solution's progress is being discussed in regular meetings between key stakeholders.</li> <li>Since the deployment of R4.10 on 2/6/25, the project has identified additional unresolved production defects, including 1 high-severity defect, in Azure DevOps (ADO) (see Appendix E for details). BHA is prioritizing higher-priority tasks, which has delayed the resolution of these lower-priority issues, although remediation efforts are underway.</li> <li>The R4.11 go-live is scheduled for 4/3/25. IV&amp;V continues to express concern about code quality and whether is a prioritize of the prior of the schedule of th</li></ul>	M
Recommendations		
The project have discussions around utilizing tools such as SonarQube for continuous inspection of code quality and establishing a source code quality threshold to maintain high-quality, secure, and maintainable code.		
The pr reduce	oject increases comprehensive testing prior to joint testing to reduce the burden on BHA testers and post-production defects.	Open
The SI was id	vendor add a "Found In" column to the daily scrum file to indicate the environment where each defect entified.	In Progress
The SI	vendor provides the total number of defects in production and reports these numbers regularly to BHA.	In Progress



Recommendations	Status
Evaluate existing project staff skills and experience levels to ensure they meet BHA support requirements.	In Progress
Perform CAMHD revenue neutrality fiscal balance testing on a quarterly basis to ensure revenues are as expected.	In Progress



#	Key Findings		
33	<ul> <li>Low Issue: Performance bottlenecks with the INSPIRE production environment may result in low productivity and poor user experience.</li> <li>Finding Update: The Production system performance of the AER solution and INSPIRE remain stable with no current issues. IV&amp;V will continue monitoring system performance for an additional month.</li> </ul>		
Rec	ommendations	Status	
IV&V recommends: BHA execute a performance test during the development of R4.6 (planned completion 5/20/2024), identifying test cases and scenarios that include both DDD and CAMHD functionality, transactions/functionality that are performance intensive, e.g., calculator functionality		In Progress	
Conduct load and performance testing for each release that has significant new features/functionality, e.g., Calculator-related transactions.		Open	
Crea	ate a plan for comprehensive performance testing and address any performance bottlenecks.	Open	
Have	e the benchmark assessments done annually and implementation of Azure App Insights for Power Platform.	Open	
Execute test scripts that measure the run-time for execution of long-running transactions. E.g., Calculator functionality/transactions and monitoring results over time.			



#	# Key Findings			
42	<ul> <li>Medium Issue: Lack of effective governance and communication among stakeholders can have significant negative impacts on a project in several ways.</li> <li>Update: There are no updates for this reporting period. IV&amp;V will continue monitoring governance for an additional month.</li> </ul>			
Reco	ommendations	Status		
Establish a mutual understanding of the contractual terms and conditions: BHA and the SI have discussions to align on a shared understanding of the contractual terms and conditions for the INSPIRE project.				
<b>Create a Governance Structure:</b> Implement a governance structure that defines decision-making processes, escalation procedures, and accountability mechanisms. Clarify how decisions will be made, who has authority, and how issues will be resolved.		Open		
<b>Deve</b> and o the n	elop a Stakeholder Registry, RACI Matrix, and Stakeholder Engagement Plan: Identify key stakeholders develop a plan to engage them throughout the project lifecycle. Tailor communication strategies to address needs and preferences of different stakeholders, ensuring their active involvement and support.	Open		
<b>Clea</b> invol <sup>a</sup> proje	<b>rly Define Roles and Responsibilities:</b> Clearly outlining the roles and responsibilities of each stakeholder ved in the project, would ensure that everyone understands their duties and how they contribute to the ect's success.	Open		



Recommendations	Status
<b>Encourage Open Communication and Feedback:</b> Foster a culture of open communication and feedback where stakeholders feel comfortable sharing their thoughts, concerns, and suggestions. Encourage constructive dialogue and actively seek input to improve decision-making and problem-solving. Keep stakeholders informed about project progress, milestones, and key developments through regular updates and progress reports. Highlight achievements, challenges, and any changes to the project plan or scope.	Open
<b>Resolve Conflicts Promptly:</b> Address conflicts and disagreements among stakeholders promptly and professionally. Encourage dialogue, active listening, and compromise to find mutually acceptable solutions that support project goals.	Open
<b>Manage Expectations:</b> Manage stakeholders' expectations by setting realistic timelines, budgets, and deliverables. Foster a culture of transparency about project constraints and risks and proactively communicate any changes or deviations from the plan.	Open
Evaluate and Adapt: Continuously evaluate the effectiveness of governance and communication processes and adjust as needed. Solicit stakeholders' feedback to identify areas for improvement and continuously refine your approach.	Open



#	Key Findings			
46	<b>Medium Issue:</b> Lack of oversight of the established defect management process could lead to lost/forgotten defects and user frustration and could slow the resolution of similar defects in the future. <b>Finding Update:</b> In March 2025, the SI provided documentation that was originally created in 2019, outlining the Help Desk process. IV&V is continuing its review of the process and will provide feedback and recommendations based on best practices in April 2025. Notably, the project has placed increased attention on this area, which is a positive development. As a result of this heightened focus, IV&V has observed a corresponding rise in the number of defects being logged in Azure DevOps (ADO), indicating stronger adherence to reporting protocols and greater transparency in issue tracking. Productive discussions are underway to address critical defects. By reviewing the Help Desk process and addressing any gaps, IV&V anticipates improvements in the overall defect management approach. BHA usually receives issues by email or helpdesk calls, with most reports submitted by email. Depending on the severity of the defect, BHA personnel may consult with other team members and flag high-severity defects, reporting them to the SI. While the current process is generally effective, there is room to speed up how critical defects are handled, particularly by enhancing how these issues are initially logged.	M		
Rec	ommendations	Status		
<ul> <li>IV&amp;V recommends to:</li> <li>1. Send communications to the project stakeholders to clarify the defect management process and the importance of logging all defects.</li> <li>2. Take steps to assure current and new users understand how to report and/or log defects.</li> <li>3. Consider designating a defect management lead or champion to oversee adherence to the process and assure all defects are logged.</li> <li>4. Keep stakeholders informed about defect status, priority, impacts, and resolution timelines. This could increase awareness of the importance of logging defects.</li> <li>5. Discuss ways to improve the defect logging and management process with the SI and come up with a plan to improve.</li> </ul>				

#	Key Findings	Criticality Rating
47	<ul> <li>Medium Issue: The lack of a governance process for restarting production systems can impact service availability and frustrate end-users and hinder accountability.</li> <li>Finding Update: Based on discussions with key members of the deployment team, IV&amp;V continues to recommend documenting processes, procedures, and communication protocols to eliminate ambiguity and promote a shared understanding among stakeholders. The deployment team is currently finalizing a communication protocol.</li> </ul>	M
Rec	ommendations	Status
IV& 1. D resta 2. R cent 3. D tech 4. A 5. Tl 6. P docu	V recommends BHA evelop standard procedures for system restarts, including pre-checks, step-by-step instructions, and post- art verifications. equire formal approvals before initiating a restart, especially for INSPIRE, and document all actions in a tralized system. efine clear escalation paths for when restarts do not go as planned, including identifying contacts for unical support and management approval for additional interventions. utomate Restart Procedures where possible. he governance process is established, it should be effectively communicated to the project team. rovide stakeholders with a clear explanation of the reason for the restart and the lessons learned, while umenting the restart details in the defect record.	Open



## IV&V Findings & Recommendations Resource Management

#	Key Findings	Criticality Rating
	<b>Medium Issue:</b> A shortage of BHA project resources could lead to reduced productivity and project delays.	
34	<b>Finding Update:</b> BHA is actively documenting knowledge to manage staff transitions and reduce resource strain. The team is creating knowledge transfer articles to capture key information, but some gaps remain. A key challenge is converting issues into clear, documented articles, as informal communication (emails, calls, or ad hoc discussions) can bypass the help desk system. To improve consistency and visibility, BHA is working to ensure all relevant issues are properly logged as help desk cases when appropriate. To further address the resourcing challenge, DDD will be onboarding a Tosca Automated Regression Testing Subject Matter Expert (SME) in early April 2025 to improve cross-training and support. The kickoff meeting took place on 3/17/25. As part of this project, PCG will work with DDD to identify the resources and processes for the ongoing maintenance of regression testing scripts. Additionally, training will be scheduled in May 2025.	Μ
Rec	ommendations	Status
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.		
DDD and CAMHD have further discussions to optimize resource utilization between the two divisions.		
BHA should explore options for offloading project team members' daily responsibilities to other staff.		



Recommendations	Status
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 Project Performance Metrics

Metric	Description	IV&V Observations		IV&V	Updates	
	<ul> <li>Review and validate the velocity data as reported by the</li> </ul>	March: There were no deployments in March 2025.	Velocity	Metric Tre	nds:	
Velocity	<ul><li> verify the project is</li></ul>		Release	Planned velocity	Actual velocity	Percentage attained
	on pace to hit the total target number of US/USP		R4.11	111	-	-

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

#### Phase 4 Releases Cumulative Variance

#### IV&V Findings & Recommendations Project Performance Metrics (cont'd.)

Metric	Description	IV&V Observations	IV&V Updates
Defect Metrics	<ul> <li>Understand and track the following:</li> <li>Defects by category (bug fixes)</li> <li>USPs assigned to defects in a release vs. USPs assigned to planned US in a release</li> </ul>	<ul><li>March - There were no deployments in March 2025.</li><li>The AER team worked diligently to close all 34 defects reported during Hypercare.</li></ul>	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

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). 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 **Y** 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. 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 R 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
6	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 2025 reporting period:

- 1. Daily Scrum Meetings
- 2. Daily Design Meetings
- 3. Twice Weekly RSM Issues Meeting
- 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
- 10. US# Testing & Request Items
- 11. AER Analytics Bi-weekly Meeting
- 12. IV&V Interviews
- 13. INSPIRE Strategy Meeting

#### Eclipse IV&V<sup>®</sup> Base Standards and Checklists



#### Artifacts reviewed during the March 2025 reporting period:

- 1. Daily Scrum Notes
- 2. Twice Weekly Issues Meeting Notes
- 3. Weekly BHA-ITS Program Status Report
- 4. Release 4.7 Release Notes



# **Appendix C: Project Trends**

#### Appendix C Project Trends

	June	July	August	September	October	November	December	January	February	March
User Story /alidation										
Test Practice /alidation										
Sprint Planning										
Release / Deployment Planning										
OJT and KT essions										
Targeted T										
Project Performanc Metrics										
Drganizatio Ial Maturity Metrics										
General Project Manageme It										
Resource Manageme It										
otal Open indings	13	12	12	14	14	14	14	14	11	10
Issue - high	0	o	0	0	0	0	0	0	0	0
Issue - nedium	8	8	8	10	10	10	10	10	7	9
Issue - low	1	1	1	1	1	1	1	1	3	0
Risk - high	0	0	0	0	0	0	0	0	0	0
Risk - nedium	2	2	2	2	2	2	2	2	1	1
Risk - low	0	0	0	0	0	0	0	0	0	0
Preliminary	2	1	1	2	2	2	2	2	0	0



#### 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

1	ID 🖵	Work 👻	Divisi -	Title	Prior	Severity -	Found	Created Date 💌
				Bug - Calculator 3.0 - Users able to schedule service past ISP end date				
2	33841	Bug	DDD	again		3 3 - Medium	PROD	5/17/2023 8:22
3	34110	Bug	DDD	Bug - Individual Budget unlinking from Service Authorizations	2	2 3 - Medium	PROD	7/27/2023 15:40
	34238	Bud	САМНО	BLIG Accessment Entity Initial Save Time IMHE		3 Modium	Prod	8/17/2023 2:33
5	34230	Bug	DDD	Bug - Case Merge - Contact Notes not merging: Permissions error		2 3 - Medium	PROD	8/17/2023 8:44
Ĩ	04242	Dug	000			co ricului	i nob	0/1//2020 0.44
6	20624	Rud	CAMUD	CAMHD Bug - Credentialing documents not copied into PROD during		2 Madium	DROD	2/16/2021 15:45
7	30726	Bud	DDD	Portal signature fields do not accent touchscreen input		3 - Medium	PROD	9/17/2021 13:45
1	00720	Dug	000	i orar signatare netas do nor accept to densere en inpar		co ricului	i nob	571772021 5.07
8	34969	Bug	DDD	DDD - Duplicate Provider Plans	:	1 3 - Medium	PROD	2/23/2024 5:58
				Ambulance/Emergency Medical Person is hidden on viewing in Edit				
9	35041	Bug	DDD	Mode	1	2 3 - Medium	Prod	3/11/2024 8:47
10	33550	Bug	CAMHD	Bug: "Progress Notes Associated to Invoices" page not loading		3 3 - Medium	PROD	3/31/2023 17:11
				Bug - Cal3.0 - BiMonthly Recurrence authorization not taking into				
11	35278	Bug	DDD	account Unit of Service		2 3 - Medium	PROD	6/3/2024 11:53
12	35317	Bug	DDD	DDD - Plan Services with no Provider Plan	:	2 3 - Medium	PROD	6/24/2024 9:06
13	35450	Bug	DDD	DDD - Calculator not printing correctly		2 3 - Medium	PROD	7/26/2024 8:36
14	36383	Bug	DDD	DDD - Calculator problem with paid base and add on		2 3 - Medium	PROD	9/26/2024 9:19
15	36854	Bud	000	DDD Inspire backed up ISP in the wrong place		3 Modium	PPOD	10/31/2024 3:13
15	30034	Dug	000	Both - "On deactivation of Plan Service - deactivate related Provider Pla	n	r 5 - Meulun	TROD	10/31/2024 3.13
16	37186	Bug	Both	Service Flow" issue	"	1 3 - Medium	PROD	12/6/2024 9:10
17	37387	Bug	DDD	DDD - C3.0 - MYC New Service Details Not Appearing		2 3 - Medium	PROD	12/16/2024 8:30
				DDD - C3.0 - Change of Provider One Time Authorizations Not Splitting				
18	37388	Bug	DDD	Units		2 3 - Medium	PROD	12/16/2024 8:33
10	27500	Dura	000	DDD Devides served where an AFD due to due the serve		0.0.00	BROD	1/15/0005 10:50
19	37599	Dug	000	DDD - Provider cannot submit an AER due to duration error		z z - nign	PROD	1/15/2025 10:52
20	37663	Bud	מממ	Service		1 3 - Medium	PROD	1/23/2025 8:01
	07000	Dug	000			ro nearan	i nob	112012020 0.01
21	37694	Bug	DDD	DDD - TCM batch file date is different in PROD from other environments	1	2 3 - Medium	PROD	1/29/2025 8:25
22	37793	Bug	DDD	DDD - ISP Report Generation Issues		2 3 - Medium	PROD	2/10/2025 10:06
23	37805	Bug	Both	Both - Provider Portal Issues Opening Up Customers in PROD		1 2 - High	PROD	2/11/2025 7:34
		0		DDD - Provider Summary Report not displaying Customers in Provider				
24	37879	Bug	DDD	Portal in PROD	1	1 3 - Medium	PROD	2/19/2025 8:14
		-						
25	38391	Bug	DDD	DDD - Inspire AER - RN signature disappears		2 3 - Medium	PROD	2/2//2025 8:2/
26	20/21	Rud	000	DDD - "Timelines Met by Providers" tab on "Provider Summary Report"		1.2 Modium	PROD	2/2/2025 4-26
20	00401	Dug	000	DDD - Incorrect Columns displaying on Provider Plan subgrid (Action		r o - mearan	TROD	57572025 4.20
27	37733	Bug	DDD	Plan tab of ISP)		1 3 - Medium	PROD	2/5/2025 5:37
28	37791	Bug	DDD	DDD - CIT Referral: Create Document Location Flow Failures		2 3 - Medium	PROD	2/10/2025 9:30
~~								0.00005.4.04
29	38496	Bug	DDD	DDD - CMU Supervisor DashboardLOC subgrid is blank	-	2 3 - Medium	PROD	3/5/2025 4:24
30	38529	Bug	DDD	DDD - AER Remediation Plan of Action Print Name field		2 3 - Medium	PROD	3/10/2025 3:31
		_						
31	38625	Bug	UDD	DDD - Calculator mid-year changes not saving	1	2 3 - Medium	PROD	3/14/2025 8:14
32	38633	Bug	DDD	DDD - When saving as draft Reporters Name Clears Out	:	2 3 - Medium	PROD	3/14/2025 8:28
				CAMHD - Remove single quotes in texts in Provider Referral "Selected for	r			
33	39412	Bug	CAMHD	Service": Creation of Sub-folders in Provider Portal Document flow		2 3 - Medium	PROD	3/20/2025 10:20





**Solutions that Matter** 

ID	Short	Finding Statement	Analysis and Significance	Recommendation	Finding Update	Category	Туре	Priority	Status	Closure	e Closed Date	Identified Dat	e Owner
	Description									Reason	1		
2	Regression	As a result of regression testing not being consistently	R3.3 introduced a defect that deprecated features in production specific to Integrated	1 To ensure effective Tosca testing, it is crucial for both divisions to align on	3/31/25 -The SL has undated the AFR regression test scripts. Regression testing for R4 11 began	Test Practice	Issue	Medium	Onen			12/31/2019	Gautam
1~	testing	nerformed production releases are breaking existing	Support and Life Trajectory functionality. DDD has informed IV&V that there are other	a unified resource allocation strategy. Given the limited availability of	3/25/25 and is scheduled for completion by $4/2/25$ . For this release, CAMHD will perform both	Validation	issue	linearan	open			12, 51, 2015	Gulvady
	testing	functionality in the production environment	examples of functionality being deprecated after a release, some of which are still being	resources open communication and consensus-building are essential for	manual and automated testing, while DDD will primarily focus on manual regression testing. To	Validation							currudy
		renearing in the production environment.	investigated. As of this report, IV&V has not evaluated the project's root cause analysis (RCA)	ontimizing tester utilization. By collaborating to prioritize testing efforts	ensure continued support for future Phase 4 releases—R4 12 and beyond—the project will be								
			process used to determine why such functionality was deprecated but will discuss further	share critical test cases and identify overlanning areas the divisions can	onboarding a Tosca Automated Regression Testing Subject Matter Evnert (SME) in early April								
			with BHA in January 2020	achieve comprehensive regression testing without overhurdening a single	2025 with work scheduled to begin subsequently. This effort is expected to take place in Anril								
			Thorough vetting and validation of regression test cases are necessary to prevent defects	resource. This collaborative approach will balance workloads streamline	and May 2025. Upon completion, the INSPIRE project will have a fully updated and								
			when a release is pushed live. When defects occur in production, the project should follow a	processes and enhance test coverage minimizing delays and bottlenecks	comprehensive set of automated test scripts. Additionally, documentation, knowledge transfer								
			defined and reneatable process for determining the root cause of the problem	Illtimately, it will enable both divisions to efficiently meet their testing	and training will be provided to the DDD staff to ensure they can effectively maintain and undate								
			defined and repeatable process for determining the root cause of the problem.	objectives	the scripts going forward								
				objectives.	the scripts going formula.								
				2 A balanced approach that combines manual and automated regression	2/28/25 - Regression Testing for R4 11 is scheduled from 3/25/2025 to 4/2/2025. CAMHD will								
				testing to ensure broad test coverage and flevibility	perform both manual and automated tests, while DDD will focus evolusively on manual regression								
				testing to chare broad test coverage and nexionity.	testing. To support future Phase 4 releases including R4.11 and beyond the project will ophoard								
				3 Having hoard(s) in Azure DevOns or a document on SharePoint that	a Tosca Automated Regression Testing SMF, with the work set to begin on 3/10/2025. The SI has								
				provides information about the status of regression testing automation to	unloaded and executed one regression test case for the AEP project and is preparing additional								
				facilitate visibility and transparency to BHA project personnel and	regression test scripts with estimated completion before the P/ 11 go-live								
				stakeholders	regression test scripts with estimated completion before the N4.11 go-live.								
				stakenolders.	1/21/25 - Regression Testing for PA 10 is scheduled from 1/20/2025 to 2/5/2025. One defect								
				4 IV/8// recommends regulating the schedule priorities by distributing the	(view on the DDD supervisor dashboard) has come out of regression testing. CAMHD will conduct								
				work according to the resource handwidth. This will ensure that the schedule	a mix of manual and automated tecting, while DDD will focus on manual regression testing. To								
				is not impacted and that the work is done efficiently between regression	support future Phase A releases beyond PA 10 the project plans to ophoard a Tosca automated								
				tecting and Coldon Record (CR)	support ruture Phase 4 releases beyond K4.10, the project plans to onboard a rosca automated								
				testing and dolden Record (GR).	regression testing subject watter expert (Swie). The plans and timeline for Tosca automated								
				E. Burgue and complete additional formal training in Azura DevOrs and	project, the CLic propaging to conduct regression testing on AER functionality.								
				Trisontis for test automation as soon and somplete efforts to automate the	project, the sins preparing to conduct regression testing on AEK functionality.								
				two primary regression test excites	12/21/24 PA 0 regression testing was conducted manually from 11/2E/2024 to 12/4/2024								
				two primary regression test scripts.	12/31/24 - R4.9 regression testing was conducted manually from 11/25/2024 to 12/4/2024,								
					Identifying one (1) delect. However, users encountered three (3) production delects in R4.9.								
				6. IV&V recommends DDD and CAWHD to develop a common and consistent	involver remains concerned about the exclusive reliance on manual regression testing, which poses								
				approach across divisions for performing regression testing.	risks such as inefficiencies, numan error, limited test coverage, and dependency on specific								
				7 Determine if an and in the time for the determined in	testers. IV&V recommends investing in automated regression testing to enhance enciency,								
				7. Determine il current regression testing timerrames are adequate and il	Freduce the burden on BHA starr, and improve product quality.								
				not, add more time to the pre-production regression test errorts for all	For R4.10, regression testing is planned for 1/29/2025-2/5/2025, with CAMPD utilizing FOSCA for								
14	Code quality	Due to multiple quality concerns, the project may continue to	System defects identified in August that affected claims were due to multi-faceted quality	IV&V recommends:	3/31/25 - The AER solution is in production. The project team closely monitored the solution to	Project Management	Issue	Medium	Open			9/30/2020	Gautam
		face impactful system defects.	issues were individually addressed during this reporting period. IV&V notes that there is one	1. Closer collaboration between divisions to review reported defects,	ensure stability, quickly resolve issues, and help users adjust to the new system (also known as								Gulvady
			remaining defect still being evaluated that affects a limited number of claims. Overall, the	ensuring a shared understanding and alignment, particularly regarding the	Hypercare); Hypercare ended on 3/21/25 and the project is prioritizing the product backlog. The								
			Project Team has responded with a commitment to increase project quality and is in the	severity and priority of production defects.	AER team worked diligently to close all defects reported during Hypercare. The AER solution's								
			process of identifying improvements to associated testing processes. These currently include:		progress is being discussed in regular meetings between key stakeholders.								
			Performing Revenue Neutrality Testing to ensure expected revenue streams are largely	2. The project utilize tools such as SonarQube for continuous inspection of	Since the deployment of R4.10 on 2/6/25, the project has identified additional unresolved								
			unchanged from one period to the next. Conducting System Integration Testing, User	code quality and establishing a source code quality threshold to maintain	production defects, including 1 high-severity defect, in Azure DevOps (ADO) (see Appendix E for								
			Acceptance Testing, Performance Testing, and Regression Testing for Release 3.10. IV&V will	high-quality, secure, and maintainable code.	details). BHA is prioritizing higher-priority tasks, which has delayed the resolution of these lower-								
			continue to monitor the testing efforts throughout the balance of Release 3.10 and validate		priority issues, although remediation efforts are underway.								
			that enhanced quality processes, including industry standard regression testing, continue for	3. The project increases comprehensive testing prior to joint testing to reduce	The R4.11 go-live is scheduled for 4/3/25. IV&V continues to express concern about code quality								
			Agile Release 3.11 forward. Finally, IV&V reviewed and provided feedback on the Help Desk	the burden on BHA testers and reduce post-production defects.	and will closely monitor R4.10, FHIR, any MSDs, and the AER solution.						1		
			and Semantic Layer design documents per request and found that both documents lacked										
			design details.	4. The SI vendor add a "Found In" column to the daily scrum file to indicate	2/28/25 - R4.10 was deployed to production on 2/6/2025. That same day, users reported a critical						1		
			The identified quality issues have negatively affected DOH billing processes and DOH has	the environment where each defect was identified.	defect, prompting the deployment of a hotfix with a workaround on 2/7/2025.						1		
			stated these are the most impactful defects discovered to date.		Following the deployment of R4.10, the project has recorded five additional unresolved						1		
				5. The SI vendor provides the total number of defects in production and	production defects: two high severity, two medium severity, and one low severity, in Azure		1		1	1	1		1
				reports these numbers regularly to BHA.	DevOps (ADO)-(see Appendix E for details). BHA is prioritizing higher-priority tasks, which has						1		
					delayed addressing these lower-priority defects, though remediation efforts are underway.						1		
				6. The project evaluate existing project staff skills and experience level to	Additionally, the AER solution went live on 2/21/2025 and a Mid-Sprint Deployment (MSD) with 2						1		
1				ensure they meet BHA support requirements.	new items were deployed the same day. The R4.11 go-live is scheduled for 4/3/2025. IV&V								
					remains concerned about code quality and will continue to monitor R4.10, FHIR, any MSDs, and		1		1	1	1	1	1
1				7. The project perform CAMHD revenue neutrality fiscal balance testing on a	the AER solution.						1		
1				quarterly basis to ensure revenues are as expected.							1		
					1/31/25 - The R4.10 go-live is scheduled for 2/6/2025. Currently, 25 unresolved production		1		1	1	1	1	1
1				8. The project assign dedicated resources to provide oversight of CAMHD	defects remain, including (refer to Appendix E for a list of unresolved production defects). The SI						1		
1				Fiscal Processes.	indicated that BHA prioritizes higher-priority tasks, delaying the resolution of lower-priority						1		
					defects. Efforts are underway to address these issues. The FHIR development was completed and						1		
				9. The project monitor implemented improvements for effectiveness.	deployed to production on 1/29/25, with delays due to issues related to integrating with						1		
					Microsoft and Apple Health. The AER solution go-live is scheduled for 2/21/2025. IV&V will						1		
				10. Performing an RCA in collaboration with RSM after all future release	continue to monitor the quality of both R4.10, FHIR, any MSDs, and the AER solution.						1		
				deployments for continual quality improvement.							1		
					12/31/24 - R4.9 was deployed to production on 12/5/2024, with successful smoke testing						1		
				11. BHA and RSM to collaborate on the necessary revisions to the submitted	completed on 12/6/2024. A mid-sprint deployment with two (2) user stories followed on						1		
				design deliverables to increase level of detail and quality	12/16/2024 Currently 19 production defects remain unresolved (18 medium severity, 1 high		1	1	1	1	1	1	1

	ID Sho	rt	Finding Statement	Analysis and Significance	Recommendation	Finding Update	Category	Туре	Priority	Status	Closure	Closed Date	Identified Date	Owner
	Des	cription									Reason			
33	Svst	tem	Performance bottlenecks with the INSPIRE production	Performance issues have been identified that have the potential to impact the system's	IV&V recommends:	3/31/25 - The Production system performance of the AER solution and INSPIRE remain stable	Project Management	Issue	Low	Open			8/18/2023	Gautam
	per	formance	environment may result in low productivity and poor user	functionality, user experience, and the overall reliability of the system. These performance	1. BHA and the SI explore optimization strategies, including enhancing	with no current issues. IV&V will continue monitoring system performance for an additional							-,,	Gulvadv
	P 0		experience.	issues warrant immediate attention and resolution.	infrastructure and database resources, improving network connectivity.	month								,
					balancing and scaling load, refining the test strategy, and increasing test									
				The last performance test was executed in June 2023 for Phase 3 releases (R3.x), ~800+ new	environment resources.	2/28/25 - Production system performance remains stable with no current issues: however, DDD								
				User Story Points (USPs) have been developed since the last performance test execution		has reported that test environments have significantly slowed down, a concern particularly								
				oser story romas (osr s) have been developed since the last performance test excedition.	2 BHA execute a performance test during the development of R4.6 (planned	evident during AFR training. IV&V has reduced the risk rating to low								
				Developmental Disability Division (DDD) perconnel are encountering performance issues with	completion 5/20/2024) identifying test cases and scenarios that include both	evident during Ach training. I volv has reduced the fisk rating to low.								
				re-assigning cases and opening the DDD – Contact Notes (Eiscal View – Complete) view	DDD and CAMHD functionality, transactions/functionality that are	1/21/25 - Microsoft completed the DDD performance test and submitted its report, showing								
				CAMHD has not reported performance issues	performance intensive e.g. calculator functionality	similar results between MAX and INCRIPE IV/SV has received and reviewed the performance test								
				chimite has not reported performance issues.	performance intensive, e.g., calculator rancelonancy	report However the Provider Portal's performance declined as user volume increased to 500								
					2 Conduct load and performance testing for each release that has significant	IV8.V recommends conducting performance testing at least annually to ensure system stability								
					new features/functionality e.g. calculator-related transactions	recommends conducting performance testing at least annually to ensure system stability.								
					new reactices reneared in the second se	12/31/24 - Microsoft conducted performance testing for CAMHD functionality (MAX and Provider								
					3 Create a plan for comprehensive performance testing and address any	Portal) with 100, 200, and 300 users and delivered the performance report. According to the								
					performance bottlenecks	report response times for MAX and INSPIRE remained consistent during each test. However								
					performance bottleneetd.	volumes at 300 portal users exceeded 2x the current production load, which Microsoft attributed								
					4 Have the handbmark accessments done annually and implementation of	to the portal running in trial mode. This caused degraded response times once user volume.								
					Azura Ann Insights for Dower Platform	surpassed 200. Microsoft plans to conduct another round of testing after the P4.9 deployment								
					Azure App insignes for Fower Flactorin.	once the portal environment is switched to production mode. Additionally, Microsoft is								
					5. Execute test scripts that measure the run-time for execution of long-	performing performance testing for DDD functionality and expects to deliver the results in								
					running transactions. E.g., calculator functionality/transactions and	January 2025 JV&V recommends that the project continues to prioritize completion of the								
					monitoring results over time	tecting and providing the results								
					monitoring results over time.	testing and providing the results.								
						11/20/2024. Due to BHA and Microsoft (MS) recoursing shallonges, despite completing the								
						11/30/2024 "Due to Brix and Wiciosoft (WS) resoluting chanenges, despite completing the								
						CAMIED performance test earlier, the project decided to execute the test from the beginning for								
						both DDD and CAMHD. MS has completed performance testing the CAMHD functionality and will								
						conduct performance testing for the DDD-scoped items after the deployment of R4.9 to								
						production. The estimated timeline for completion is 1–2 weeks.								
						10/31/24 - Microsoft is continuing performance testing of the application and will provide the								
						results/report upon completion. After discussions with a project stakeholder, it is agreed that								
						when Microsoft provides the report, this report will be provided to the project team and IV&V.								
34	Lim	ited BHA	Shortage of Behavioral Health Administration (BHA) project	Key BHA project resources have reported constraints on how much time they can devote to	1. IV&V recommends that BHA implement a structured knowledge transfer	3/31/25 - BHA is actively documenting knowledge to manage staff transitions and reduce	Resource Managemen	t Issue	Medium	Open			8/18/2023	Michael Fors
	reso	ources	resources could lead to reduced productivity and project	the project. The departure of the Child and Adolescent Mental Health Division (CAMHD)	process when key personnel retire, including cross-training and documenting	resource strain. The team is creating knowledge transfer articles to capture key information, but	_							
			delays.	System Management Office Manager and CAMHD Inspire Project Lead could further impact	critical knowledge in the Dynamics Help Desk system. Regular updates to the	some gaps remain. A key challenge is converting issues into clear, documented articles, as								
			,	the project if DOH cannot acquire suitable resources. The lack of capacity of the DOH test	knowledge base will maintain its accuracy, preserve essential information,	informal communication (emails, calls, or ad hoc discussions) can bypass the help desk system. To								
				script developer has slowed DOH's automated test script development.	and support smooth operational continuity.	improve consistency and visibility, BHA is working to ensure all relevant issues are properly								
				If BHA is unable to fully staff the project and their existing resources continue to be		logged as help desk cases when appropriate. To further address the resourcing challenge, DDD								
				constrained, the project could experience a reduction in productivity and project delays.	2. Utilizing peer-to-peer knowledge sharing, allowing experienced team	will be onboarding a Tosca Automated Regression Testing Subject Matter Expert (SME) in early								
					members to informally share their expertise during team meetings.	April 2025 to improve cross-training and support. The kickoff meeting took place on 3/17/25. As								
					Additionally, creating internal documentation that outlines best practices and	part of this project, PCG will work with DDD to identify the resources and processes for the								
					processes for developing security policies would serve as a self-service	ongoing maintenance of regression testing scripts. Additionally, training will be scheduled in May								
					resource for the team.	2025.								
								1						1
					3. DDD and CAMHD have further discussions to optimize resource utilization	2/28/25 - BHA is developing a succession plan to address the potential departure of key		1						1
					between the two divisions.	personnel and is actively working on having resources document knowledge as team members		1			1			
						transition. This proactive approach aims to ensure continuity and preserve essential information.		1						1
					4. BHA should explore options for offloading project team members' daily	One example of this effort is creating a knowledge base within the Help Desk system in Dynamics,		1						1
					responsibilities to other staff.	which serves as a centralized resource for troubleshooting and support processes. By		1						1
						documenting processes, workflows, and troubleshooting steps, BHA ensures that future staff can		1		1	1	1	1	1
					5. BHA should work quickly to create new positions and receive State	access the same information and continue operations smoothly, even as experienced team								
					approval.	members move on.		1						1
								1		1	1	1		1
					6. BHA should identify tasks and duties that they can ask the SI to assume, as	1/31/25 - IV&V was informed that some cross-training had been conducted, but concerns remain		1		1	1	1	1	1
					permitted by the contract, which are presently being handled by BHA	regarding the insufficient knowledge transfer for critical tasks. While a limited amount of		1						1
					members.	knowledge transfer occurred concerning the provider portal, it was highlighted that more		1						1
						comprehensive cross-training is needed, particularly for the provider and customer portals. This		1						1
					7. BHA should explore the use of contractors to fulfill the functions for open	would help reduce the risks associated with knowledge gaps and ensure continuity in operations,		1						1
					project positions.	especially in the event of key personnel unavailability. DDD plans to onboard a Tosca Automated		1						1
						Regression Testing Subject Matter Expert (SME) to address the resourcing issue and improve		1		1	1	1	1	1
						cross-training. The plans and timeline for Tosca automated regression testing are being reviewed,		1						1
						with plans to commence work on 3/1/2025.		1						1
								1						1
						12/31/24 - IV&V is concerned that limited resources at BHA could cause project delays and affect		1						1
						system quality. For instance, IT staff and other departments have struggled to find time to update		1						1
						and create security policies, as these tasks have not been prioritized alongside their regular		1	1	1		1	1	1

	ID Sho	rt	Finding Statement	Analysis and Significance	Recommendation	Finding Update	Category	Туре	Priority	Status	Closure	e Closed Date	Identified Date	Owner
	Des	cription									Reason	1		
39	Dep	oloyment	Due to on-going deployment processes and technical	Several post-production bugs have been encountered in the Phase 4 release, R4.4.	1. Implement a streamlined Root Cause Analysis (RCA) process to identify	3/31/25 - It remains unclear whether RCAs (Root Cause Analyses) are adequately documented	Release/Deployment	Issue	Low	Open				Gautam
	pro	cess.	execution issues, the Project may continue to encounter	Regarding the bug, "Human Services Research Institute (HSRI) flow is failing in production"	deployment causes and prevent recurrence. To manage resource constraints,	for defects deployed into production, and whether the project is effectively utilizing RCAs to	Planning							Gulvady
			defects and challenges, e.g., when releases are in production	(bug# 34886	consider timeboxing RCA efforts—e.g., 1–2 hours per defect or a set number	minimize post-production defects. BHA has indicated that resource constraints have impeded								
			or in meeting projected timelines for production and non-	https://dev.azure.com/DOHBHA/DOH%20BHA%20INSPIRE/_workitems/edit/34886), what is	of hours weekly. Within this timeframe, focus on gathering context, analyzing	some RCA efforts. Neglecting to implement RCA processes could result in heightened defect								
			production deployments.	in development and deployed is vastly different from what was deployed to production.	causes, and proposing corrective actions. Project PMs can track these actions	rates, including recurring issues due to unidentified and/or unresolved root causes. With the								
				The sector sector for the sector is succeed, by issue that a	to ensure follow-through.	R4.11 go-live scheduled for 4/3/25, IV&V will continue to monitor the deployment quality of								
				The root cause for these errors is currently being investigated.	2 The Broject chould consider automating deployments for resource savings	R4.10, FHIR, MSDS, and the AER solution to identify any deployment-related defects.								
				Repeatable documented release and deployment and recourses experienced with	2. The Project should consider automating deployments for resource savings,	2/28/25 The R4 0 deployment related defect is yet to be addressed. R4 10 was deployed to								
				denloyments will help ensure that mistakes are minimized and that functionality is not	collaboration and reliability scalability version control integration and	2/26/23 * The K4.5 deployhence lated defect is yet to be addressed. K4.10 was deployed to								
				mistakenly deprecated when deployments take place.	rollback capability.	deployment of a hotfix with a workaround on $2/7/2025$ . Since the R4.10 deployment, five								
						additional unresolved production defects have been logged in Azure DevOps (ADO); two high								
					3. Ensure there are adequate and qualified resources to support the c3urrent	severity, two medium severity, and one low severity. Their Root Cause Analysis (RCA) is still								
					deployment processes. This may require the support from RSM resources to	pending. Additionally, the AER solution went live on 2/21/2025, and a Mid-Sprint Deployment								
					provide assistance and knowledge transfer for some of the more complex	(MSD) with two (2) new items were deployed the same day. The R4.11 go-live is scheduled for								
					deployment components.	4/3/2025. IV&V will continue to monitor the deployment quality of R4.10, FHIR, any MSDs, and								
						the AER solution.								
					<ol><li>As appropriate, consult with RSM on best practices that BHA could employ</li></ol>									
					to support deployment.	1/31/25 - R4.9 encountered deployment issues, prompting the creation of a defect in ADO. BHA								
						is actively working to resolve these issues involving missing web resources and workflows. The								
					5. Request the assistance of the RSM Solution Architect in reviewing and	R4.10 go-live is scheduled for 2/6/2025. The FHIR development was completed and deployed to								
					correcting issues associated with the consistency of configurations across	production on 1/29/25, with delays due to issues related to integrating with Microsoft and Apple								
					functions of any given release without the need for using multiple test	Health. The AER solution go-live is scheduled for 2/21/2025. IV&V will continue to monitor the								
					environments	deployment quality of R4.10, FHIR, any MSDS, and the AER solution.								
					environments.	12/21/24 - The Poot Cause Analysis (PCA) for the medium-severity defect (addressed with a								
					6. Request the assistance of the RSM Solution Architect in review of	hotfix deployed on 10/24/2024) identified it as deployment-related (related to missing/removed								
					deployment scripts as a double check for accuracy and completeness prior to	workflows). R4.9 was deployed to production on 12/5/2024, followed by a mid-sprint deployment								
					commencing deployment activities.	(MSD) with two user stories on 12/16/2024. IV&V will monitor the guality of both the R4.9								
					• • •	deployment and the MSD.								
					7. The Project Team should consider evaluating potential changes to									
					improve/enhance existing processes and communications to address current	11/30/2024 - The Root Cause Analysis (RCA) for the medium severity defect (for which a hot fix								
					release/deployment shortfalls.	was deployed on 10/24/24) is still pending. There were no deployments in November 2024; R4.9							1/25/2024	-
40	Insi	ufficient	Insufficient testing processes can lead to poor-quality	There is a limited understanding of the testing processes and the roles and responsibilities of	Make efforts to implement a streamlined Root Cause Analysis (RCA) process	is scheduled to be deployed in December 2024. IV/&V will monitor the quality of the uncoming 3/31/25 - The AFR solution is in production. The project team closely monitored the solution to	Test Practice	Issue	Medium	Onen			1/20/2024 -	Gautam
1.0	test	ting	software, project delays and extended user acceptance	those involved in the process. There is no formal process for the development, review, and	to identify the causes of defects and prevent recurrence. Due to project	ensure stability, quickly resolve issues, and help users adjust to the new system (also known as	Validation			-			-,,	Gulvady
		U	testing.	approval of test scenarios, test cases, and test results to ensure adequate participation and	resource constraints, propose timeboxing RCA efforts for each defect	Hypercare); Hypercare ended on 3/21/25 and the project is prioritizing the product backlog. The								
			•	approval from state staff.	introduced into production. Timeboxing involves allocating a fixed period	AER team worked diligently to close all defects reported during Hypercare.								
				When testing user stories 34564 and 34756 on 1/31/24, the test tasks did not reflect the real	(e.g., 1-2 hours per defect or a set number of hours per week) for focused	Since the deployment of R4.10 on 2/6/25, the project has identified additional unresolved								
				use cases to give stakeholders adequate confidence that the user story could be tested. As a	Root Cause Analysis (RCA) activities. These activities may include quickly	production defects, including 1 high-severity defect, in Azure DevOps (ADO) (see Appendix E for								
				result, time was expended by testing resources, testing was inadequate, and a user story may	gathering defect context, analyzing potential causes, and proposing corrective	e details), despite testing at the unit, system integration (SIT), regression, joint, and smoke testing								
				have been deemed to meet functionality when it did not.	actions, all within the specified timeframe. Project PM(s) can oversee the	levels. In response, the System Integrator (SI) is enhancing smoke test scripts to provide more								
					tracking of corrective actions to ensure completion.	comprehensive coverage, including functionality such as the Provider Portal. To further								
					IV/8.V recommands that after fiving a defect the SL incorporate relevant test	strengthen quality assurance, the project will be onboarding losca automated regression testing								
					cases to validate these fixes in subsequent releases	repairing existing Tosca scripts and reinitiating automated testing efforts								
					teses to validate these lines in subsequent releases.	reporting counting room scripts and remittating automated testing errorts.								
					IV&V has requested discussions on various aspects of the INSPIRE testing	2/28/25 - R4.10 was deployed to production on 2/6/2025. Since the deployment of R4.10. five								
					process with a focus on process such as tracking test coverage and	additional unresolved production defects have been recorded in Azure DevOps (ADO) (see								
					requirements traceability, considering new development of Access Rules,	Appendix E for details): two high severity, two medium severity, and one low severity-despite								
					Document management/digitization.	testing at the unit, SIT, regression, joint, and smoke testing levels. In response, the SI has								
						committed to enhancing Smoke Test scripts to include more comprehensive testing, such as for								
					A Stakeholder Register helps identify and understand all project stakeholders	the Provider Portal.								
					ensuring their needs are met and risks are managed through effective	The project plans to onboard an Automated Regression Testing Tool (Tosca) expert, with work								
					communication. A RACI clarifies roles and responsibilities, improving	planned to begin sometime in the month of March 2025. The project hopes to utilize this expert								
					conadoration, decision-making, and resource management, which are all	to repair their existing Tosca scripts so they can restart automated testing efforts.								
					chicanor the success of 11 projects.	the AER testing deliverables. The AER solution went live on 2/21/2025								
					1. Identify stakeholders (output is stakeholder register) and develop a RACI	the new testing denverables. The Act solution went live on 2/21/2025.								
					matrix for testing.	1/31/25 - IV&V has been requesting a walkthrough of the INSPIRE testing process since 10/2024.								
						which the SI has not delivered. IV&V will continue discussions with BHA to ensure progress is								
					2. Review the overall testing process and implement any needed	made in advancing the SI's INSPIRE testing efforts. To support future Phase 4 releases beyond								
					improvements identified.	R4.10, the project plans to onboard a Tosca automated regression testing Subject Matter Expert								
						(SME). The plans and timeline for Tosca automated regression testing are being reviewed with				1				
						plans to commence work on 3/1/2025. UAT for AER functionality is complete, with the SI				1				
						addressing defects identified during testing. Some AER testing deliverables, for example, test				1				
						results, remain incomplete, while BHA and IV&V are reviewing other deliverables.								
						1	1	1		1	1	1		1

ID	Short	Finding Statement	Analysis and Significance	Recommendation	Finding Update	Category	Туре	Priority	Status	Closure	Closed Date	Identified Date	Owner
	Description									Reason			
41	Backlog	The absence of separate dedicated product backlog review	Currently, product backlog reviews are done during design meetings and/or weekly issues	Separate dedicated product backlog review meetings (during sprints) would	3/31/25 - Product Backlog meetings are being scheduled, and the IV&V team has been invited to	Sprint Planning	Risk	Medium	Open			1/26/2024	Gautam
	meetings	meetings can lead to unclear priorities, misalignment with	meetings. This can lead to e.g. scattered focus, limited stakeholder engagement, difficulty in	allow clarifying any ambiguities or uncertainties, re-prioritization, estimation.	attend. These meetings are essential for aligning priorities, managing technical dependencies.	-p						-,,	Gulvady
		stakeholders, inadequate refinement, and increased risk of	managing complexity, and delayed decision making.	and refinement of backlog items. This would allow the project team to avoid	and ensuring that backlog items are well-defined for development and testing, helping to								,
		scope creep.	A product backlog review is an essential part of agile project management, particularly in	situations where decisions about including items mid-sprint would have to be	maintain project velocity and minimize rework.								
			Scrum, It's a collaborative meeting where the Scrum team, including the Product Owner.	taken.									
			Scrum Master, and development team members, inspect and adapt the product backlog.		2/28/25 - BHA plans to schedule other backlog review meetings and will notify IV&V accordingly.								
				IVV recommends scheduling separate dedicated product backlog review	While some meetings have already occurred, a consistent backlog review schedule is still being								
			The product backlog review is an important Scrum ceremony that helps keep the backlog	meetings (during sprints) where all relevant stakeholders are invited to	established. Efforts are also underway to improve the backlog review process. Regular meetings								
			relevant, up-to-date, and aligned with the project's goals and priorities. Here's a summary of	review the product backlog and scheduled at the appropriate time(s) such	and process enhancements will help ensure alignment, facilitate timely issue resolution, and keep								
			what typically happens during a product backlog review:	that there is sufficient time to plan the design, development, and	the project moving forward efficiently.								
				implementation (DDI) of the next release(s).									
			1. Inspecting Backlog Items: The team reviews the items on the product backlog. This involves		1/31/25 - BHA remains satisfied with the backlog prioritization. However, CAMHD, having								
			discussing each item, understanding its priority, value, and acceptance criteria.		conducted surveys and user group interviews in 2019 and 2020, is concerned that gathering								
			2. Ensuring Clarity: The team ensures that each backlog item is clear and well-understood.		feedback from a broader user base might lead to additional requests without proper								
			Any ambiguities or uncertainties are clarified at this stage.		prioritization. DDD mentioned that the next product backlog meeting is scheduled for Monday.								
			3. Estimation: Estimation of backlog items may occur during the review. The team may use		2/2/2025, due to current team availability and ongoing commitments. Additionally, IV&V will be								
			techniques like story points or relative sizing to estimate the effort required for each item.		invited to attend these backlog meetings.								
			4. Re-prioritization: Based on new insights, changes in requirements, or stakeholder feedback.										
			the team may need to re-prioritize items in the backlog.		12/31/24 -IV&V observed two CAMHD backlog prioritization meetings and will continue to								
			5. Removing or Adding Items: Items that are no longer relevant or necessary may be removed		monitor the process regularly. While CAMHD and DDD are generally satisfied with the backlog								
			from the backlog. New items that emerge or are identified as important may be added.		prioritization, there are areas for improvement, particularly in balancing input from a broader								
			6. Refinement: Backlog refinement may also occur during the review. This involves breaking		user base and ensuring that federal compliance and performance-related features are given								
			down large items into smaller, more manageable ones, or adding more detail to items as		appropriate attention in the backlog. By refining these aspects, both teams can improve the								
			needed.		backlog prioritization process.								
			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		11/30/24 - The DDD team has scheduled a meeting for this month (November) to review the								
			goals and priorities.		product backlog. During this session, the team will assess the current backlog items, prioritize								
			8. Updating Documentation: Any updates or changes made during the review should be		them according to business value and urgency, and ensure they align with the overall project								
			documented to ensure transparency and visibility for all stakeholders.		goals. BHA plans to invite the IV&V team to participate in the backlog review meetings.								
			9. Feedback Loop: The review often generates feedback that can be used to improve the										
			backlog management process or refine future backlog items.		10/31/24 - It has been confirmed that CAMHD holds bi-weekly product backlog review meetings								
			10. Sprint Planning Preparation: The outcomes of the product backlog review help inform the		to review and adapt the product backlog. DDD communicated that they conduct collaborative								
			upcoming sprint planning meeting, where the team selects items from the backlog to work on		reviews as needed and is yet to adopt regular dedicated product backlog review meetings. IV&V								
	-		during the next sprint		recommends that DDD establish regular product backlog review sessions to ensure consistent				-				
42	Governance	Lack of effective governance and communication among	Ineffective governance and communication among stakeholders can significantly impact a	IVV recommends considering the following recommendations to establish	3/31/25 - There are no updates for this reporting period. IV&V will continue monitoring	Project Managemen	t Issue	Medium	Open			2/29/2024	Gautam
		stakeholders can have significant negative impacts on a	project in several ways, e.g., stakeholder disengagement, misunderstandings, conflict and	effective governance and communication among stakeholders:	governance for an additional month.								Guivady
		project in several ways.	tension, misalignment of objectives, increased risks, unclear roles and responsibilities, and										
			quality issues. An example on this project is the development and implementation of Golden	1. BHA and the SI have discussions to align on a shared understanding of the	2/28/25 - DDD clarified that, except in cases of a missed requirement, any defect found during								
			Record/Master Data Management (MDM).	contractual terms and conditions for the INSPIRE project.	testing incurs 0 USPS; otherwise, BHA is responsible for the cost of fixing the defect.								
			The lack of effective generation and communication among stakeholders can result in project	2. Create a Coversance Structure: Implement a goversance structure that	1/21/25 The Cl's response is that the project is in a staff augmentation phase and RHA new								
			the lack of effective governance and communication among stakeholders can result in project	2. Create a Governance Structure. Implement a governance structure that	1/31/25—The sis response is that the project is in a stan augmentation phase, and bria now								
			stakeholders to prioritize clear communication and establish reduct generating and	mechanisms. Clarify how desisions will be made who has authority and how	owns the project and decides where the si puts its errort.								
			stakeholders to phontize clear communication and establish robust governance structures to	inection will be resolved	12/21/24 Percent discussions between BHA and the SI during this reporting period indicate that								
			ensure project success.	issues will be resolved.	12/31/24 - Recent discussions between Brix and the St during this reporting period indicate that								
				2 Develop a Stakeholder Registry, RACI chart, and Stakeholder Engagement	releases, such as PA 9. Based on earlier discussions with BHA_IV8/V understands that a warranty								
				Plan: Identify key stakeholders and develop a plan to engage them	pariad applies to such defacts, meaning the vendor should not charge BHA additional costs for								
				throughout the project lifecucle. Tailor communication strategies to address	their resolution. However, the SL has stated that there is no warranty period. IV&V and BHA will								
				the needs and preferences of different stakeholders ensuring their active	review the contractual terms and continue discussions in January 2025. The ultimate goal of this								
				involvement and support	discussion is that all stakeholders have a common understanding of the current contractual terms								
				intervencere and support.	& conditions governing defect fiving and how defect fiving will be addressed in the future	1							
				4 Clearly define Roles and Responsibilities: clearly outlining the roles and	conditions boverning delect ming and now delect ming will be addressed in the future.								
			1	- cicarly define noice and nesponsibilities, clearly dufining the foles and		1			1				

	ID Sh	nort	Finding Statement	Analysis and Significance	Recommendation	Finding Update	Category	Туре	Priority	Status C	losure Closed Date	Identified Da	te Owner
-	46 04	-fa at	Non-location also established defeat an annual and a state of the stat		N(0)/	2/21/25 Ja Marsh 2025 the Classified desurrentiation that use estated in 2010	Desired Management	lanua	Manlines	0	cuson	0/20/2024	Cautan
	46 De	erect	hegiecting the established defect management process could		1. The applications to:	3/31/25 - In Warch 2025, the SI provided documentation that was originally created in 2019,	Project ivianagement	issue	weatum	Open		9/30/2024	Gautam
	m	anagement.	lead to lost/lorgotten delects, user irustration, and could		1. The project records the history of a defect s sevenity in the corresponding	outlining the Help Desk process. IV&V is continuing its review of the process and will provide							Guivady
			slow resolution of similar defects in the future.		ticket's description/notes section in ADO. For example, when a notfix is	feedback and recommendations based on best practices in April 2025. Notably, the project has							
					deployed to mitigate a defect initially classified as "Critical," the	placed increased attention on this area, which is a positive development. As a result of this							
					description/notes section should document that the defect originally had a	neightened focus, IV&V has observed a corresponding rise in the number of defects being logged							
					"Critical" severity rating.	in Azure DevOps (ADO), indicating stronger adherence to reporting protocols and greater							
					2. Based on Best Practice wipdating the defect management documentation	transparency in issue tracking. Productive discussions are underway to address critical defects. By							
					and having regular refresher training on the defect management process.	reviewing the Help Desk process and addressing any gaps, IV&V anticipates improvements in the							
					<ol><li>Send communications to the project stakeholders to clarify the defect</li></ol>	overall defect management approach. BHA usually receives issues by email or helpdesk calls, with							
					management process and the importance of logging all detects.	most reports submitted by email. Depending on the severity of the defect, BHA personnel may							
					3. Take steps to assure current and new users understand now to report	consult with other team members and riag nigh-severity defects, reporting them to the SI. While							
					and/or log detects.	the current process is generally effective, there is room to speed up how critical defects are							
					4. Consider designating a detect management lead or champion to oversee	nandled, particularly by enhancing now these issues are initially logged.							
					adherence to the process and assure all detects are logged.								
					5. Keep stakeholders informed about defect status, priority, impacts, and	2/28/25 - A high-priority defect occurred on 2/6/2025, bringing to light an opportunity to							
					resolution timelines. This could increase awareness of the importance of	strengthen the project's defect management process. BHA encountered some challenges that							
					logging defects.	resulted in a delay in addressing the detect. In February, there were productive discussions on							
					6. Discuss ways to improve the defect logging and management process with	addressing critical defects. The SI has provided a document outlining the Help Desk process,							
					the SI and come up with a plan to improve.	which IV&V will review in March 2025 to further determine the risk.							
						1/31/25 - During this reporting period, there continues to be a delay in creating tickets in Azure							
						DevOps (ADO) for defects, IV&V remains concerned about the project's deviation from the Defect							
						Management process, IV&V, BHA and the SI will continue discussions to identify process gaps and							
						determine next steps.							
						12/31/24 - During this reporting period, users encountered production issues related to the							
						Calculator, including an inability to view active cases and resolved cases. However, the							
						corresponding tickets were not promptly created in Azure DevOps (ADO). IV&V remains							
						concerned about the project's non-adherence to the Defect Management process. IV&V and BHA							
						will continue discussions to identify process gaps and determine next steps.							
						11/20/2024 In recent meetings with DDD and CAMHD IV/8V dissurged the issue of some defects							
						11/30/2024 - In recent meetings with DDD and CAWIHD, IV&V discussed the issue of some detects							
						the staff find the process of lenging such defects supported to duressed. DDD hoted							
	47 Pr	oduction	The lack of a governance process for restarting production		IV&V recommends BHA	3/31/25 - Based on discussions with key members of the deployment team, IV&V continues to	Project Management	Issue	Medium	Open		9/30/2024	Gautam
	re	starts.	systems can impact service availability and frustrate end-		1. Develop standard procedures for system restarts, including a checklist to	recommend documenting processes, procedures, and communication protocols to eliminate							Gulvady
			users and hinder accountability.		determine when a restart is necessary, pre-checks, step-by-step instructions,	ambiguity and promote a shared understanding among stakeholders. The deployment team is							
					and post-restart verifications.	currently finalizing a communication protocol.							
					2. Require formal approvals before initiating a restart, especially for INSPIRE,								
					and document all actions in a centralized system.	2/28/25 - There has been no progress for this reporting period.							
					3. Define clear escalation paths for when restarts do not go as planned,							1	
					including identifying contacts for technical support and management	1/31/25 - When an issue requiring a production Portal restart occurred only once, certain project							
					approval for additional interventions.	stakeholders convened to discuss and implement the necessary steps. IV&V recommends							
					4. Automate Restart Procedures where possible.	documenting the actions taken during that meeting as part of the process for production system							
					5. The governance process is established, it should be effectively	restarts. Documenting processes and procedures removes ambiguity and ensures a common							
					communicated to the project team.	understanding among stakeholders.							
					6. Provide stakeholders with a clear explanation of the reason for the restart							1	
					and the lessons learned, while documenting the restart details in the defect	12/31/24 - BHA suggested that the deployment team or the Help Desk team may be best suited						1	
					record.	to document the process. IV&V remains concerned that no further progress has been made and						1	
						will continue to make recommendations on how BHA could resolve this issue and be prepared for						1	
						a production restart.							
						11/30/24 - No progress has been made for this reporting period.							
						10/31/24 - BHA is considering developing a documented governance process for restarting							