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

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February 19, 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 January 1 – January 31, 2025

Final Submitted: February 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 is progressing well with the continued enhancements to the INSPIRE system, including the new AER functionality that has completed user acceptance test (UAT). Fast Healthcare Interoperability Resources (FHIR) has now been successfully deployed to production following delays caused by various factors.

Automated regression testing remains on hold due to challenges with testing tools and BHA project team constraints. Existing scripts remain unrepaired, impacting test productivity and quality. The project is set to resolve these issues and intends to bring in additional resources to assist with automated testing, which could increase testing efficiency.

Lack of clarity around contractual terms and conditions and whether story points should apply to defect fixes persists between BHA and the systems integrator (SI); discussions are planned to resolve these issues.

The SI is progressing the AER solution toward completion in accordance with project requirements. DDD has confirmed to IV&V that the SI's AER team has successfully designed and demonstrated dashboards that are both functional and visually appealing. With UAT complete, the AER solution is being enhanced with new requirements to fully align with BHA's expectations. SI and BHA are actively exploring improvements, including new user requests, user stories, and test cases.

In previous reports, IV&V raised concerns regarding the production system restart process. It should be noted that the restart happened once and has not reoccurred. However, IV&V remains concerned about the lack of governance around production system restarts as well as defect management, Calculator defects and resource constraints challenges that could affect the project's progress.

Nov	Dec	Jan	Category	IV&V Observations		
Y	A	Y	Sprint Planning	Sprint Reviews and Demos are currently ad hoc, with the project team proposing to add Calculator and "copy forward" functionalities. The SI demonstrated AER Analytics functionality in December 2024, and the demos have been valuable for DDD in validating requirements and expectations. While requirements have been addressed, some INSPIRE discrepancies have emerged during testing. The upcoming reviews and demos will be key to resolving these issues, aligning expectations, and refining the approach. The team is exploring the best way to integrate the new functionalities. BHA is satisfied with the backlog prioritization. However, CAMHD is concerned that gathering feedback from a broader user base could lead to additional requests without proper prioritization. IV&V recommends BHA implement a structured feedback management process with a prioritization framework to ensure new requests align with project goals. DDD has scheduled the next product backlog meeting on Monday, 2/2/2025, and IV&V will be invited to attend.		
G	G	G	User Story (US) Validation	bry (US) There are no active findings in the User Story (US) Validation category, which remains		
Y	Y	Y	Test Practice	Regression testing for R4.10 is scheduled from 1/29/2025 to 2/5/2025, with one defect identified (view on the DDD supervisor dashboard). CAMHD will conduct a mix of manual and automated testing, while DDD will focus on manual testing. To support future Phase 4 releases, the project plans to onboard a Tosca automated regression testing SME, with work set to begin on 3/1/2025. Additionally, the SI is preparing to conduct regression testing on AER functionality for the AER project.		
www.pub	liccons	ultinggrou	Validation	IV&V has requested a walkthrough of the INSPIRE testing process since October 2024, but SI has not yet been able to provide it. SI will continue collaborating with BHA to support the ongoing progress of INSPIRE testing. To aid future Phase 4 releases, the project plans to onboard a Tosca regression testing SME starting 3/1/2025. UAT for AER functionality is complete, with defects being addressed. Some AER test deliverables are still in progress, and BHA and IV&V are reviewing the remaining items.		

E)	(ec	utiv	e Sı	JMM	ary

Nov	Dec	Jan	Category	IV&V Observations
Y	Y	Y	Release / Deployment Planning	 BHA is working to resolve issues with missing web resources and workflows related to R4.9 deployment. The R4.10 go-live is scheduled for 2/6/2025. After several delays caused by various factors, the SI completed FHIR development and deployed FHIR to production on 1/29/2025. IV&V will continue monitoring the deployment quality of R4.10, FHIR, Mid Sprint Deployment (MSDs), and the AER solution. DDD is working to confirm final approvals, allowing the digitization initiative to proceed with the SI. The project may restart in Spring 2025. Meanwhile, DDD has paused further development on planned improvements to an existing process, which previously took approximately 15 days to complete, as the current SharePoint site cannot handle the anticipated volume of 2.5 million digitized documents without a redesign of its hierarchy.

Nov	Dec	Jan	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 January reporting period with no active findings.	
G	G	G	Targeted KT	his category remains Green (low criticality) for the January reporting period. IV&V will ontinue to monitor.	
G	G	G	Project Performance Metrics	There are no project performance metrics to report for the January 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 January reporting period. There are no outstanding findings in this category, and IV&V will continue to monitor.	



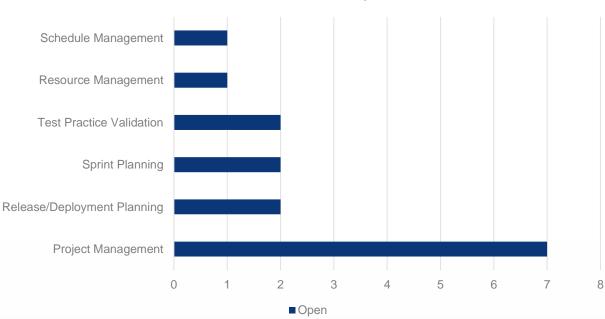
Oct	Nov	Dec	Category	IV&V Observations
Y	Y	Y	Project Management	The R4.10 go-live is scheduled for 2/6/2025, with 21 unresolved medium-severity production defects. BHA is prioritizing higher-priority tasks, which has delayed resolution. IV&V recommends that the project have discussions around utilizing tools like SonarQube for continuous code inspection and quality improvement. After several delays caused by various factors, the SI completed FHIR development and deployed FHIR to production on 1/29/2025. The AER solution go-live is set for 2/21/2025. IV&V will continue monitoring the quality of R4.10, FHIR, MSDs, and the AER solution. Resource constraints continue challenging the project, but steps are being taken to optimize resources. During this period, there continues to be a delay in creating Azure DevOps (ADO) tickets for defects. IV&V has raised concerns about the non-adherence to the Defect Management process. IV&V, BHA, and the SI will continue working together to identify process gaps and agree on the next steps. The vendor has built the AER solution. DDD informed IV&V that the SI's AER team has successfully designed and demonstrated both functional and visually appealing dashboards. The AER solution that has completed UAT and is being enhanced with new requirements to allow BHA to address unreported AERs or conduct reliable investigations. Key insights, such as provider reporting trends and unreported AER tracking, are currently unavailable. Some new requirements will be ready by go-live, while others will be implemented post-launch.



Nov	Dec	Jan	Category	IV&V Observations
Y	Y	Y	Resource Management	IV&V was informed that some cross-training has occurred, but concerns remain about the lack of knowledge transfer for critical tasks, particularly for the provider and customer portals. While a limited amount of knowledge transfer occurred concerning the provider portal, more comprehensive cross-training could be beneficial to mitigate risks and ensure operational continuity. DDD plans to onboard a Tosca Automated Regression Testing SME to address resourcing issues and improve training, with work set to begin on 3/1/2025.



As of the January 2025 reporting period, Fifteen (15) open findings were updated – Eleven (11) Medium Issues, two (2) Medium Risks, one (1) Low Issue, and one (1) Preliminary Concern spread across the Release/Deployment Planning, Test Practice Validation, Sprint Planning, Project Management, Resource Management, and Schedule Management assessment areas are currently open.



Open Risks/Issues by Category/Preliminary Concerns/Priority



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



Sprint Planning

#	Key Findings	Criticality Rating
	Medium Risk : A lack of regular Sprint Reviews and Sprint Demos will likely lead to misalignments between delivered work and stakeholder needs.	
31	Finding Update: The Sprint Reviews and Demos are currently being conducted ad hoc. In recent discussions, the project team has proposed incorporating both the Calculator functionality and the "copy forward" functionality into the process. The SI demonstrated AER Analytics functionality in December 2024, and the demos have been valuable for DDD in validating requirements and expectations. Although DDD has worked through the requirements, some INSPIRE discrepancies have emerged during joint testing meetings. The upcoming Sprint Reviews and Demos will provide an opportunity to address these discrepancies, align expectations, and refine the approach as they move forward. The project team is actively exploring how to integrate these new functionalities into the reviews and demos to ensure a smooth and efficient process.	M
Recon	nmendations	Status
(R4.2 a work to	ling to Agile Best Practices, IV&V recommends including Sprint Reviews and Demos in future releases and onwards). At the end of each sprint, conduct a sprint review meeting to demonstrate the completed o stakeholders and gather feedback. Use this feedback to refine and reprioritize the product backlog. For month sprint, IV&V recommends having more than one (1) demo during the sprint.	In Progress
	a stakeholder register to identify all stakeholders. List their identification, assessment, and classification. v the register regularly to plan appropriate stakeholder engagement.	In Progress
	active participation from users and stakeholders during both Sprint Reviews and Sprint Demos. asize the value of iterative feedback to guide development and ensure that user needs are consistently	In Progress



IV&V Findings & Recommendations Sprint Planning (cont'd)

Recommendations	Status
Establish standardized communication protocols for both Sprint Reviews and Sprint Demos. Encourage teams to deliver concise and informative progress reports, including achievements, challenges, and plans. This will enhance stakeholder engagement and project transparency.	In Progress
Institute a structured documentation process for Sprint Reviews and Sprint Demos. Document key decisions, action items, and insights from each session to ensure accountability and to support ongoing process improvement.	In Progress

13

IV&V Findings & Recommendations Sprint Planning (cont'd)

#	Key Findings	Criticality Rating
41	 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. Finding Update: BHA remains satisfied with the backlog prioritization. However, CAMHD, having conducted surveys and user group interviews in 2019 and 2020, is concerned that gathering feedback from a broader user base might lead to additional requests without proper prioritization. DDD mentioned that the next product backlog meeting is scheduled for Monday, 2/2/2025, due to current team availability and ongoing commitments. Additionally, IV&V will be invited to attend these backlog meetings. 	M

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



Test Practice Validation

#	Key Findings	Criticality Rating
2	 Medium Issue: As a result of regression testing not being consistently performed, production releases are breaking existing functionality in the production environment. Finding Update: Regression Testing for R4.10 is scheduled from 1/29/2025 to 2/5/2025. One defect (view on the DDD supervisor dashboard) has come out of regression testing. CAMHD will conduct a mix of manual and automated testing, while DDD will focus on manual regression testing. To support future Phase 4 releases beyond R4.10, the project plans to onboard a Tosca automated regression testing are being reviewed, with plans to commence work on 3/1/2025. For the AER project, the SI is preparing to conduct regression testing on AER functionality. 	M
Recon	nmendations	Status
Given optimiz overlap resourc covera	sure effective Tosca testing, it is crucial for both divisions to align on a unified resource allocation strategy. the limited availability of resources, open communication and consensus-building are essential for zing tester utilization. By collaborating to prioritize testing efforts, share critical test cases, and identify oping areas, the divisions can achieve comprehensive regression testing without overburdening a single ce. This collaborative approach will balance workloads, streamline processes, and enhance test ge, minimizing delays and bottlenecks. Ultimately, it will enable both divisions to efficiently meet their objectives.	Open
	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	 Medium Issue: Insufficient testing processes can lead to poor-quality software, project delays and extended user acceptance testing. Finding Update: 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 made in advancing the SI's INSPIRE testing efforts. To support future Phase 4 releases beyond 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 plans to commence work on 3/1/2025. UAT for AER functionality is complete, with the SI addressing defects identified during testing. Some AER testing deliverables, for example, test results, remain incomplete, while BHA and IV&V are reviewing other deliverables. 	M
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
Revie	w 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	 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. Finding Update: 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 R4.10 go-live is scheduled for 2/6/2025. The FHIR development was completed and deployed to production on 1/29/25, with delays due to issues related to integrating with Microsoft and Apple Health. The AER solution go-live is scheduled for 2/21/2025. IV&V will continue to monitor the deployment quality of R4.10, FHIR, any MSDs, and the AER solution. 	
Rec	ommendations	Status
The project should consider automating deployments for resource savings, increased efficiency, consistency, faster time to market, improved collaboration and reliability, scalability, version control integration, and rollback capability.		Open
Ensure there are adequate and qualified resources to support the current deployment processes. This may require support from RSM resources to provide assistance and knowledge transfer for some more complex deployment components.		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

Release / Deployment Planning

#	Key Findings	Criticality Rating
43	Medium Issue: Execution time for the process for updating DDD SharePoint folders was unacceptable. Finding Update: DDD is working to confirm final approvals to allow the digitization initiative to move forward with the SI, and the project may restart in Spring 2025. Meanwhile, DDD has paused further development on planned improvements to an existing process, which previously took approximately 15 days to complete, as the current SharePoint site cannot handle the anticipated volume of 2.5 million digitized documents without a redesign of its hierarchy.	M
Rec	ommendations	Status
IV&\	/ recommends doing an impact analysis, e.g., downstream impact.	Open
enco	/ recommends that DDD puts on hold any development utilizing Power Automate for the performance issue ountered 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&\	/ recommends evaluating other feasible options, e.g., leveraging SharePoint tools and best practices.	Open
A pro	oject issue should be opened to identify and manage the resolution of this issue.	Open



Project Management (cont'd)

#	Key Findings	Criticality Rating
14	 Medium Issue: Due to multiple quality concerns, the project may continue to face impactful system defects. Finding Update: The R4.10 go-live is scheduled for 2/6/2025. Currently, 21 unresolved production defects remain, all of medium severity (refer to appendix E for a list of unresolved production defects). The SI indicated that BHA prioritizes higher-priority tasks, delaying the resolution of lower-priority defects. Efforts are underway to address these issues. The FHIR development was completed and deployed to production on 1/29/25, with delays due to issues related to integrating with Microsoft and Apple Health. The AER solution go-live is scheduled for 2/21/2025. IV&V will continue to monitor the quality of both R4.10, FHIR, any MSDs, and the AER solution. 	M
Recon	nmendations	Status
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.		
		Open
and es The pr		Open Open
and es The pr reduce	tablishing a source code quality threshold to maintain high-quality, secure, and maintainable code. oject increases comprehensive testing prior to joint testing to reduce the burden on BHA testers and	



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	Criticality Rating
	Medium Issue: Performance bottlenecks with the INSPIRE production environment may result in low productivity and poor user experience.	
33	Finding Update: Microsoft completed the DDD performance test and submitted its report, showing similar results between MAX and INSPIRE. IV&V has received and reviewed the performance test report. However, the Provider Portal's performance declined as user volume increased to 500. IV&V recommends conducting performance testing at least annually to ensure system stability.	M
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
	duct load and performance testing for each release that has significant new features/functionality, e.g., ulator-related transactions.	Open
Create a plan for comprehensive performance testing and address any performance bottlenecks.		Open
Have the benchmark assessments done annually and implementation of Azure App Insights for Power Platform.		Open
	cute test scripts that measure the run-time for execution of long-running transactions. E.g., Calculator tionality/transactions and monitoring results over time.	Open



#	Key Findings	Criticality Rating
42	Medium Issue: Lack of effective governance and communication among stakeholders can have significant negative impacts on a project in several ways.	M
	Finding update: The SI's response is that the project is in a staff augmentation phase, and BHA now owns the project and decides where the SI puts its effort.	
Rec	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.		Open
esca	ate a Governance Structure: Implement a governance structure that defines decision-making processes, lation procedures, and accountability mechanisms. Clarify how decisions will be made, who has authority, how issues will be resolved.	Open
Develop a Stakeholder Registry, RACI Matrix, and Stakeholder Engagement Plan: Identify key stakeholders and develop a plan to engage them throughout the project lifecycle. Tailor communication strategies to address the needs and preferences of different stakeholders, ensuring their active involvement and support.		Open
invol	Trly Define Roles and Responsibilities: 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
Encourage Open Communication and Feedback: 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
Resolve Conflicts Promptly: 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
Manage Expectations: 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	Criticality Rating
	Medium Issue: There is a lack of stakeholder alignment on cost tracking, federal financial participation allotments, and claims management.	
45	Finding update: Discussions between IV&V, BHA, and Med-QUEST continue to address challenges in tracking federal financial participation allotments and managing claims submissions. Efforts are underway to define a structured process to guide resolution.	M
Rec	ommendations	Status
IV&V recommends that stakeholders establish a structured process to ensure alignment and guide resolution.		Open



#	Key Findings	Criticality Rating
46	 Medium Issue: Neglecting the established defect management process could lead to lost/forgotten defects, user frustration, and could slow resolution of similar defects in the future. Finding Update: 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 the next steps. 	M
Rec	ommendations	Status
1. Se impo 2. Ta 3. Co assu 4. Ke	/ recommends to: end communications to the project stakeholders to clarify the defect management process and the ortance of logging all defects. ake steps to assure current and new users understand how to report and/or log defects. onsider designating a defect management lead or champion to oversee adherence to the process and are all defects are logged. eep stakeholders informed about defect status, priority, impacts, and resolution timelines. This could ease awareness of the importance of logging defects. scuss ways to improve the defect logging and management process with the SI and come up with a plan to ove.	Open



#	Key Findings	Criticality Rating
47	 Medium Issue: The lack of a governance process for restarting production systems can impact service availability and frustrate end-users and hinder accountability. Finding Update: When an issue requiring a production Portal restart occurred only once, certain project stakeholders convened to discuss and implement the necessary steps. IV&V recommends documenting the actions taken during that meeting as part of the process for production system restarts. Documenting processes and procedures removes ambiguity and ensures a common understanding among stakeholders. 	M
Reco	Recommendations	
1. Der resta 2. Re centr 3. Der techr 4. Au 5. Th 6. Pr	 d recommends BHA evelop standard procedures for system restarts, including pre-checks, step-by-step instructions, and post- int verifications. equire formal approvals before initiating a restart, especially for INSPIRE, and document all actions in a ralized system. efine clear escalation paths for when restarts do not go as planned, including identifying contacts for nical support and management approval for additional interventions. utomate Restart Procedures where possible. ne governance process is established, it should be effectively communicated to the project team. ovide stakeholders with a clear explanation of the reason for the restart and the lessons learned, while imenting the restart details in the defect record. 	Open



#	Key Findings	Criticality Rating
48	Preliminary Concern: Some AER project requirements are reliant on data provided by external partners (e.g., Dept. of Human Services (DHS)).Finding Update: IV&V will close this issue as this issue has been resolved.	Closed



#	Key Findings	Criticality Rating
49	Medium Issue: Multiple AERs for a single episode and false positives. New Finding: The vendor has built the AER solution in accordance with project requirements and is actively working toward its completion. DDD has informed IV&V that the SI's AER team has successfully designed and demonstrated functional and visually appealing dashboards. The AER solution has completed UAT and is being enhanced with new requirements to allow BHA to address unreported AERs or conduct reliable investigations. Key insights, such as trends in provider reporting of adverse events, the number of unreported AERs identified, month-to-month tracking of unreported AERs, and which AERs were created for the unreported AERs, remain unavailable. Some new requirements will be	M
	ready by go-live, while others will be implemented post-launch.	

IV&V Findings & Recommendations Schedule Management

#	Key Findings	Criticality Rating
	Preliminary Concern: There is uncertainty around the scheduling, trainee groupings, and access to training materials for upcoming training sessions.	
50	New Finding: BHA has requested the SI for a complete updated AER project schedule which is yet to be delivered. It is essential for the project team to review training materials in advance to ensure they are properly aligned with the distinct needs of each trainee group. Given the differences in the users' dashboards, users will not be trained together, necessitating the reservation of specific times for each group. Furthermore, the SI vendor is prepared to engage in discussions and provide a preview of the materials that have already been developed. This preview will be valuable for refining content, ensuring it is relevant, and confirming that the materials meet the requirements of each user group.	



IV&V Findings & Recommendations Resource Management

#	Key Findings	Criticality Rating
	Medium Issue: A shortage of BHA project resources could lead to reduced productivity and project delays.	
34	Finding Update: IV&V was informed that some cross-training had been conducted, but concerns remain regarding the insufficient knowledge transfer for critical tasks. While a limited amount of knowledge transfer occurred concerning the provider portal, it was highlighted that more comprehensive cross-training could be beneficial, particularly for the provider and customer portals. This would help reduce the risks associated with knowledge gaps and ensure continuity in operations, especially in the event of key personnel unavailability. DDD plans to onboard a Tosca Automated Regression Testing Subject Matter Expert (SME) to address the resourcing issue and improve cross-training. The plans and timeline for Tosca automated regression testing are being reviewed with plans to commence work on 3/1/2025.	M
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		0
	and CAMHD have further discussions to optimize resource utilization between the two divisions.	Open
	and CAMHD have further discussions to optimize resource utilization between the two divisions.	Open In Progress
BHA		

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.

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	
	 Review and validate the velocity data as reported by the 		Velocity	Metric Tre	nds:	
Velocity	project	January: There were no deployments in January 2025.	Release	Planned velocity	Actual velocity	Percentage attained
			R4.10	111	-	

Release	Planned velocity	Actual velocity	
R4.1	309	114	-195
R4.2	85	174	-106
R4.3	85	124	-67
Golden Record Mid-Sprint Deployment (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
4.9	111	71	-119

Phase 4 Releases Cumulative Variance



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

Metric	Description	IV&V Observations	IV&V Updates
Defect Metrics	 Understand and track the following: Defects by category (bug fixes) USPs assigned to defects in a release vs. USPs assigned to planned US in a release 	There were no deployments in January 2025.	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
θ	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.
0	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 January 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

Eclipse IV&V[®] Base Standards and Checklists



Artifacts reviewed during the January 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

		May	June	July	August	September	October	November	December	January
User Story Validation										
Test Practice Validation										
Sprint Planning										
Release / Deployment Planning										
OJT and KT Sessions										
Targeted KT										
Project Performanc e Metrics										
Organizatio nal Maturity Metrics										
General Project Manageme nt										
Resource Manageme nt										
Total Open Findings	12	13	13	12	12	14	14	14	14	14
Issue - high	0	0	0	0	0	0	0	0	0	0
Issue - medium	8	8	8	8	8	10	10	10	10	10
Issue - low	1	1	1	1	1	1	1	1	1	1
Risk - high	0	0	0	0	0	0	0	0	0	0
Risk - medium	2	2	2	2	2	2	2	2	2	2
Risk - low	0	0	0	0	0	0	0	0	0	0
Preliminary Concern	1	2	2	1	1	2	2	2	2	2



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
CMS	Centers for Medicare & Medicaid Services
AER	Adverse Events Report



Appendix E List of Production Defects

# ID 💌 Work Item Type 💌	Divisi 👻	Title	Prior Severity Found I	Created Date
1 30634 Bug	CAMHD	CAMHD Bug - Credentialing documents not copied into PROD during Data Migration	3 3 - Medium PROD	2/16/2021 15:45
2 30726 Bug	DDD	Portal signature fields do not accept touchscreen input	2 3 - Medium PROD	9/17/2021 9:07
3 33099 Bug	DDD	Bug - Duplicate IP created when cloning an ISP with an IP tied to two plan services	2 3 - Medium PROD	2/9/2023 16:28
4 33550 Bug	CAMHD	Bug: "Progress Notes Associated to Invoices" page not loading	3 3 - Medium PROD	3/31/2023 17:11
5 33841 Bug	DDD	Bug - Calculator 3.0 - Users able to schedule service past ISP end date again	3 3 - Medium PROD	5/17/2023 8:22
6 34110 Bug	DDD	Bug - Individual Budget unlinking from Service Authorizations	2 3 - Medium PROD	7/27/2023 15:40
7 34238 Bug	CAMHD	BUG - Assessment Entity Initial Save Time - IMHE	2 3 - Medium Prod	8/17/2023 2:33
8 34242 Bug	DDD	Bug - Case Merge - Contact Notes not merging; Permissions error	2 3 - Medium PROD	8/17/2023 8:44
9 34969 Bug	DDD	Bug - Duplicate Provider Plans	2 3 - Medium PROD	2/23/2024 5:58
		Bug - Provider Portal AER Date/Time field for Treated by Ambulance/Emergency Medical		
10 35041 Bug	DDD	Person is hidden on viewing in Edit Mode	2 3 - Medium Prod	3/11/2024 8:47
11 35278 Bug	DDD	Bug - Cal3.0 - BiMonthly Recurrence authorization not taking into 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 Bug	DDD	DDD - Inspire - backed up ISP in the wrong place	1 3 - Medium PROD	10/31/2024 3:13
16 37186 Bug	Both	Both - "On deactivation of Plan Service - deactivate related Provider Plan Service Flow" issue	e 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
18 37388 Bug	DDD	DDD - C3.0 - Change of Provider One Time Authorizations Not Splitting Units	2 3 - Medium PROD	12/16/2024 8:33
19 37599 Bug	DDD	DDD - Provider cannot submit an AER due to duration error	2 3 - Medium PROD	1/15/2025 10:52
20 37663 Bug	DDD	Data Update to Account for Missing Provider Plan Value on Plan Service	1 3 - Medium PROD	1/23/2025 8:01
21 37694 Bug	DDD	DDD - TCM batch file date is different in PROD from other environments	2 3 - Medium PROD	1/29/2025 8:25





Solutions that Matter

ID	Short Description	Finding Statement	Analysis and Significance	Recommendation	Finding Update	Category	Туре	Priority	Status C	Closed Date	Identified Date	Owner	
2	Regression testing	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	1/31/25 - Regression Testing for R4.10 is scheduled from 1/29/2025 to 2/5/2025. One	Test Practice	Issue	Medium	Open		12/31/2019	Gautam	
~	test estimation testing	performed, 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	defect (view on the DDD supervisor dashboard) has come out of regression testing.	Validation	15540	meanann	open		11, 51, 2015	Gulvady	
		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	CAMHD will conduct a mix of manual and automated testing, while DDD will focus on	Vandation					1 1	Guilday	
			investigated. As of this report, IV&V has not evaluated the project's root cause analysis (RCA)		manual regression testing. To support future Phase 4 releases beyond R4.10, the						1 1	1	
				share critical test cases, and identify overlapping areas, the divisions can	project plans to onboard a Tosca automated regression testing Subject Matter Expert						1 1	1	
				achieve comprehensive regression testing without overburdening a single	(SME). The plans and timeline for Tosca automated regression testing are being						1 1	1 1	
			Thorough vetting and validation of regression test cases are necessary to prevent defects	resource. This collaborative approach will balance workloads, streamline	reviewed, with plans to commence work on 3/1/2025. For the AER project, the SI is						1 1	1 1	
				processes, and enhance test coverage, minimizing delays and bottlenecks.	preparing to conduct regression testing on AER functionality.						1 1	1	
			defined and repeatable process for determining the root cause of the problem.	Ultimately, it will enable both divisions to efficiently meet their testing							1 1	1 1	
			1	objectives.	12/31/24 - R4.9 regression testing was conducted manually from 11/25/2024 to						1 1	1	
			1		12/4/2024, identifying one (1) defect. However, users encountered three (3) production	1					1 1	1	
			1	2. A balanced approach that combines manual and automated regression	defects in R4.9. IV&V remains concerned about the exclusive reliance on manual						1 1	1	
			1	testing to ensure broad test coverage and flexibility.	regression testing, which poses risks such as inefficiencies, human error, limited test						1 1	1	
			1		coverage, and dependency on specific testers. IV&V recommends investing in						1 1	1	
			1	Having board(s) in Azure DevOps or a document on SharePoint that	automated regression testing to enhance efficiency, reduce the burden on BHA staff,						1 1	1	
			1	provides information about the status of regression testing automation, to	and improve product quality.						1 1	1	
			1	facilitate visibility and transparency to BHA project personnel and	For R4.10, regression testing is planned for 1/29/2025-2/5/2025, with CAMHD utilizing						1 1	1 1	
			1	stakeholders.	TOSCA for automated regression testing and DDD relying solely on manual testing.						1 1	1	
			1	4 B/0 V second and second ratios the school of a similar to the standard	11/20/2024 Eastha 2nd engenerative release (releases 4.7 through 4.0)		1		1		1 1	1 '	
				IV&V recommends reevaluating the schedule priorities by distributing the work according to the resource bandwidth. This will ensure that the	11/30/2024 - For the 3rd consecutive release (releases 4.7 through 4.9), regression		1		1		1 1	1 '	
				schedule is not impacted and that the work is done efficiently between	testing is being done solely manually. Relying solely on manual regression testing without any automation could introduce risks and inefficiencies such as increased time		1		1		1 1	1 '	
			1	regression testing and Golden Record (GR).	and effort that may lead to delays, human error, inconsistencies as testing outcomes		1		1		1 1	1 '	
			1	representation texting and doluten nectora (on).	can vary depending on the individual tester, limited test coverage, risk of production		1		1		1 1	1 '	
			1	5. Pursue and complete additional formal training in Azure DevOps and	defects since manual testing is prone to human error and the likelihood of defects						1 1	1	
			1	Tricentis for test automation as soon and complete efforts to automate the	slipping through to production increases, and the dependence on specific testers'						1 1	1	
				two primary regression test scripts.	expertise and knowledge.						1 1	1	
			1		IV&V recommends continuing investing in automated regression testing as it can						1 1	1	
			1	6. IV&V recommends DDD and CAMHD to develop a common and consistent	improve efficiency and reduce the burden on BHA staff and ensure better product						1 1	1	
			1	approach across divisions for performing regression testing.	quality over time.						1 1	1	
			1		an an state a						1 1	1 1	
			1	7. Determine if current regression testing timeframes are adequate and if	10/31/24 - Automated regression test script (Tosca) issues have yet to be resolved,						1 1	1 1	
				not, add more time to the pre-production regression test efforts for all	therefore, regression testing continues to be performed manually. The most recent						<u> </u>		
4	Code quality	Due to multiple quality concerns, the project may continue	System defects identified in August that affected claims were due to multi-faceted quality	The project utilize tools such as SonarQube for continuous inspection of	1/31/25 - The R4.10 go-live is scheduled for 2/6/2025. Currently, 21 unresolved	Project Management	Issue	Medium	Open		9/30/2020	Gautam	
		to face impactful system defects.	issues were individually addressed during this reporting period. IV&V notes that there is	code quality and establishing a source code quality threshold to maintain	production defects remain, all of medium severity (refer to Appendix E for a list of						1 1	Gulvady	
			one remaining defect still being evaluated that affects a limited number of claims. Overall,	high-quality, secure, and maintainable code.	unresolved production defects). The SI indicated that BHA prioritizes higher-priority						1 1	1	
			the Project Team has responded with a commitment to increase project quality and is in the		tasks, delaying the resolution of lower-priority defects. Efforts are underway to address						1 1	1	
					these issues. The FHIR development was completed and deployed to production on						1 1	1	
				the burden on BHA testers and reduce post-production defects.	1/29/25, with delays due to issues related to integrating with Microsoft and Apple						1 1	1	
			largely unchanged from one period to the next. Conducting System Integration Testing, User		Health. The AER solution go-live is scheduled for 2/21/2025. IV&V will continue to						1 1	1	
			Acceptance Testing, Performance Testing, and Regression Testing for Release 3.10. IV&V will		monitor the quality of both R4.10, FHIR, any MSDs, and the AER solution.						1 !	1 1	
				environment where each defect was identified.									
					42/24/24 24 2 4 4 4 4 4 4 4 4 4 4 4 4 4						1 1	1 1	
			that enhanced quality processes, including industry standard regression testing, continue for		12/31/24 - R4.9 was deployed to production on 12/5/2024, with successful smoke								
			Agile Release 3.11 forward. Finally, IV&V reviewed and provided feedback on the Help Desk		testing completed on 12/6/2024. A mid-sprint deployment with two (2) user stories								
			Agile Release 3.11 forward. Finally, IV&V reviewed and provided feedback on the Help Desk and Semantic Layer design documents per request and found that both documents lacked	The SI vendor provides the total number of defects in production and reports these numbers regularly to BHA.	testing completed on 12/6/2024. A mid-sprint deployment with two (2) user stories followed on 12/16/2024. Currently, 19 production defects remain unresolved (18								
			Agile Release 3.11 forward. Finally, IV&V reviewed and provided feedback on the Help Desk and Semantic Layer design documents per request and found that both documents lacked design details.	reports these numbers regularly to BHA.	testing completed on 12/6/2024. A mid-sprint deployment with two (2) user stories followed on 12/16/2024. Currently, 19 production defects remain unresolved (18 medium severity, 1 high severity) despite thorough testing. The SI stated that BHA								
			Agile Release 3.11 forward. Finally, IV&V reviewed and provided feedback on the Help Desk and Semantic Layer design documents per request and found that both documents lacked design details. The identified quality issues have negatively affected DOH billing processes and DOH has	reports these numbers regularly to BHA. Evaluate existing project staff skills and experience level to ensure they meet	testing completed on 12/6/2024. A mid-sprint deployment with two (2) user stories followed on 12/16/2024. Currently, 19 production defects remain unresolved (18 medium severity, 1 high severity) despite thorough testing. The SI stated that BHA prioritizes higher-priority tasks, leaving lower-priority defects unaddressed. The SI is								
			Agile Release 3.11 forward. Finally, IV&V reviewed and provided feedback on the Help Desk and Semantic Layer design documents per request and found that both documents lacked design details. The identified quality issues have negatively affected DOH billing processes and DOH has	reports these numbers regularly to BHA.	testing completed on 12/6/2024. A mid-sprint deployment with two (2) user stories followed on 12/16/2024. Currently, 19 production defects remain unresolved (18 medium severity), a high severity) dispite thorough testing. The 51 stated that BHA prioritizes higher-priority tasks, leaving lower-priority defects unaddressed. The 51 is working to resolve these issues, NWM on BHA remain concerned about oragoing code								
			Agile Release 3.11 forward. Finally, IV&V reviewed and provided feedback on the Help Desk and Semantic Layer design documents per request and found that both documents lacked design details. The identified quality issues have negatively affected DOH billing processes and DOH has stated these are the most impactful defects discovered to date.	reports these numbers regularly to BHA. Evaluate existing project staff skills and experience level to ensure they meet BHA support requirements.	testing completed on 12/6/2024. A mid-sprint deployment with two (2) user stories followed on 12/16/2024. Currently, 19 production defects remain umresolved (18 medium severity). In pils svervity despite horough testims. The 51 stated that BHA prioritizes higher-priority tasks, leaving lower-priority defects unaddressed. The 51 is working to resolve these issues, IV&V and BHA remain concerned about ongoing code quality problems and their impact on users. BHA is considering utilizing tools such as								
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			Agile Release 3.11 forward. Finally, IV&V reviewed and provided feedback on the Help Desk and Semantic Layer design documents per request and found that both documents lacked design details. The identified quality issues have negatively affected DOH billing processes and DOH has stated these are the most impactful defects discovered to date.	reports these numbers regularly to BHA. Evaluate existing project staff skills and experience level to ensure they meet BHA support requirements. Perform CAMHD revenue neutrality fiscal balance testing on a quarterly basis to ensure revenues are as expected.	testing completed on 12/6/2024. A mid-sprint deployment with two (2) user stories followed on 12/6/2024. Currently, 19 production defects remain unresolved (18 medium severity, 1 high severity) despite thorough testing. The 51 stated that BHA prioritizes higher-priority tasks, leaving lower-priority directs unaddressed. The 61 is working to resolve these issues, N&V and BHA remain concerned about ongoing code quality problems and their impact on users. BHA is considering utilizing tools such as SonarQue for continuous inspection and improvement of code quality. 11/30/2024 - R4.9 is scheduled to be deployed to production on 12/5/2024. In the current production system, there exists 19 outstanding production defects (17 are daspite testing at all levels. The 51 has indicated that BHA prioritizes its work, which results in lower-priority defects remaining unresolved in fravor of higher-priority tasks.								
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ID	Short Description	Finding Statement	Analysis and Significance	Recommendation	Finding Update	Category	Туре	Priority	Status Closed Date	Identified Date	Owner	
31	Sprint Demos	Lack of regular Sprint Reviews and Sprint Demos will likely	Earlier in the project, end-of-sprint demos were conducted. Sprint reviews/demos help to	According to Agile Best Practices, IV&V recommends including Sprint	1/31/25 - The Sprint Reviews and Demos are currently being conducted ad hoc. In	Sprint Planning	Rick	Medium	Onen	7/26/2023	Gautam	
51	Sprint Bernos	lead to misalignments between delivered work and	bring alignment across the team and stakeholders. They are essential building blocks for	reviews and demos in future releases (R4.2 and onwards).	recent discussions, the project team has proposed incorporating both the Calculator	Sprint Fidming	T U JAN	meanann	open	172072025	Gulvady	
		stakeholder needs.	better software and teams. Sprint demos /reviews showcase the main functionality to	revews and demos in ratale releases (N4.2 and onwards).	functionality and the "copy forward" functionality into the process. The SI						Guilday	
		Statemolder needs.	stakeholders and incorporate their feedback. Currently, the project has joint testing	1. At the end of each sprint, conduct a sprint review meeting to demonstrate								
			involving the SI and BHA personnel. Per Agile Best practices, IV&V believes having Sprint	the completed work to stakeholders and gather feedback. Use this feedback	valuable for DDD in validating requirements and expectations. Although DDD has							
			demos/reviews during a sprint helps clarify and validate design prior to testing, steer the	to refine and reprioritize the product backlog. For a 2-month sprint, IV&V	worked through the requirements, some INSPIRE discrepancies have emerged during							
			team in the right direction, and help to avoid big mistakes. This would also allow the testing		joint testing meetings. The upcoming Sprint Reviews and Demos will provide an							
			team to focus solely on testing, which is beneficial.		opportunity to address these discrepancies, align expectations, and refine the approach	1						
				2. Create a stakeholder register to identify all stakeholders. List their	as they move forward. The project team is actively exploring how to integrate these							
			Based on Agile Best Practices, Sprint Demos or reviews occur during a sprint with the	identification, assessment, and classification. Review the register regularly to	new functionalities into the reviews and demos to ensure a smooth and efficient							
			development team, scrum master, and product owner and and gives all relevant	plan appropriate stakeholder engagement.	process.							
			stakeholders the opportunity to assess the completion of user stories, review important									
			metrics and outcomes, and confirm if the Sprint goal has been achieved. This approach	3. Foster active participation from users and stakeholders during both Sprint	12/31/24 - IV&V was informed that sprint reviews and demos are currently conducted							
			would also help prioritize and prepare the backlog for the next Sprint.	Reviews and Sprint Demos. Emphasize the value of iterative feedback to	on an ad hoc basis. To improve the process, the project is planning to incorporate the							
				guide development and ensure that user needs are consistently met.	demonstration of Calculator functionality into sprint reviews and demos. This would							
			Regular Sprint Reviews and demos strengthen the collaboration between development		provide valuable visibility into the progress and help address ongoing issues with the							
	1		teams and stakeholders by enhancing communication channels and validating project	4. Establish standardized communication protocols for both Sprint Reviews	calculator and provider portal, which are identified as frequent problem areas.		1		1		1	
	1		objectives and ensuring that sprint deliverables remain consistent with stakeholder	and Sprint Demos. Encourage teams to deliver concise and informative		1	1		1		1	
	1		requirements.	progress reports, including achievements, challenges, and plans. This will	11/30/24 - The project has indicated that sprint reviews and demos are conducted on	1	1		1		1	
	1			enhance stakeholder engagement and project transparency.	an ad hoc basis, depending on the completion of features. There are no regular		1		1		1	
	1		They are a great opportunity for the product owner, stakeholders, and the team to review		meetings scheduled for sprint reviews. Demos are typically performed informally, often		1		1		1	
	1		what's being delivered and receive feedback. This way, the team can gauge responses and	5. Institute a structured documentation process for both activities.	through quick conversations or screen sharing, based on the priority and readiness of	1	1		1		1	
			make observations earlier during development and not later during testing.	Document key decisions, action items, and insights from each session to	the features. This informal approach to demos may result in inconsistent feedback							
	1			ensure accountability and to support ongoing process improvement.	collection and delayed issue identification, which can negatively impact the overall		1		1		1	
	1		Celebrating the team's accomplishments is also an essential part of these demos. Moreover,		effectiveness of the sprint. IV&V recommends that the SI vendor establish regular	1	1		1		1	
			they are invaluable in steering the team in the right direction and avoiding big mistakes.		sprint reviews and demos to ensure structured feedback, provide more visibility into all							
	1				completed features, and improve team coordination.	1	1		1		1	
			It's interesting to note that the Sprint Demo could bring to light bugs such as R4.1 bug 34055									
	1		on the Portal, where the checkbox is on the left of the text.		10/31/24 - The project has not yet established regular sprint demos and Sprint Reviews	4	1		1		1	
	1				While testing activities provide DOH with a preview of implemented functionality, IVV		1		1		1	
	1				remains concerned that the absence of formal demos and Sprint Reviews may lead to	1	1		1		1	
					misalignment between requirements and system design. IV&V continues to							
					recommend setting up a consistent cadence for Sprint Reviews and demos to validate							
33	System performance	Performance bottlenecks with the INSPIRE production	Performance issues have been identified that have the potential to impact the system's	IV&V recommends: BHA execute a performance test during the	1/31/25 - Microsoft completed the DDD performance test and submitted its report,	Project Management	lssue	Medium	Open	8/18/2023	Gautam	
		environment may result in low productivity and poor user	functionality, user experience, and the overall reliability of the system. These performance	development of R4.6 (planned completion 5/20/2024), identifying test cases	showing similar results between MAX and INSPIRE. IV&V has received and reviewed						Gulvady	
		experience.	issues warrant immediate attention and resolution.	and scenarios that include both DDD and CAMHD functionality,	the performance test report. However, the Provider Portal's performance declined as							
				transactions/functionality that are performance intensive, e.g., calculator	user volume increased to 500. IV&V recommends conducting performance testing at							
			The last performance test was executed in June 2023 for Phase 3 releases (R3.x). ~800+ new	functionality	least annually to ensure system stability.							
			User Story Points (USPs) have been developed since the last performance test execution.		least annuary to ensure system stability.							
1					12/31/24 - Microsoft conducted performance testing for CAMHD functionality (MAX							
			User Story Points (USPs) have been developed since the last performance test execution.	2. Conduct load and performance testing for each release that has significant								
					12/31/24 - Microsoft conducted performance testing for CAMHD functionality (MAX							
			User Story Points (USPs) have been developed since the last performance test execution. Developmental Disability Division (DDD) personnel are encountering performance issues	2. Conduct load and performance testing for each release that has significant	12/31/24 - Microsoft conducted performance testing for CAMHD functionality (MAX and Provider Portal) with 100, 200, and 300 users and delivered the performance							
			User Story Points (USPs) have been developed since the last performance test execution. Developmental Disability Division (DDD) personnel are encountering performance issues with re-assigning cases and opening the DDD – Contact Notes (Fiscal View – Complete) view.	 Conduct load and performance testing for each release that has significant new features/functionality, e.g., calculator-related transactions. 	12/31/24 - Microsoft conducted performance testing for CAMHD functionality (MAX and Provider Portal) with 100, 200, and 300 users and delivered the performance report. According to the report, response times for MAX and INSPIRE remained							
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ID	Short Description	Finding Statement	Analysis and Significance	Recommendation	Finding Update	Category	Туре	Priority	Status Cl	losed Date	Identified Date	Owner	
24	Limited BHA resources	Shortage of Behavioral Health Administration (BHA) project	Key BHA project resources have reported constraints on how much time they can devote to	 Utilizing peer-to-peer knowledge sharing, allowing experienced team 	1/31/25 - IV&V was informed that some cross-training had been conducted, but	Porourco	lecuo	Modium	Open		8/18/2023	Michael Fors	
54	Linited BHA resources		the project. The departure of the Child and Adolescent Mental Health Division (CAMHD)	members to informally share their expertise during team meetings.	concerns remain regarding the insufficient knowledge transfer for critical tasks. While a	Mesource	issue	weatum	Open		6/16/2025	Michael Fors	
		resources could lead to reduced productivity and project delays	System Management Office Manager and CAMHD Inspire Project Lead could further impact	Additionally, creating internal documentation that outlines best practices	limited amount of knowledge transfer occurred concerning the provider portal, it was	Wanagement							
		uelays.		and processes for developing security policies would serve as a self-service	highlighted that more comprehensive cross-training is needed, particularly for the								
			script developer has slowed DOH's automated test script development.	resource for the team.	provider and customer portals. This would help reduce the risks associated with								
			If BHA is unable to fully staff the project and their existing resources continue to be	resource for the team.	knowledge gaps and ensure continuity in operations, especially in the event of key								
				3 DDD and CAMUD have further discussions to entimize seconds willingtion									
			constrained, the project could experience a reduction in productivity and project delays.	between the two divisions.	personnel unavailability. DDD plans to onboard a Tosca Automated Regression Testing Subject Matter Expert (SME) to address the resourcing issue and improve cross-								
				between the two divisions.	training. The plans and timeline for Tosca automated regression testing are being								
				3. BHA should explore options for offloading project team members' daily	reviewed, with plans to commence work on 3/1/2025.								
				responsibilities to other staff.	reviewed, with plans to commence work on 5/1/2025.								
				responsionities to other start.	12/31/24 - IV&V is concerned that limited resources at BHA could cause project delays								
				4. BHA should work quickly to create new positions and receive State	and affect system quality. For instance, IT staff and other departments have struggled								
				approval.	to find time to update and create security policies, as these tasks have not been								
				approval.	prioritized alongside their regular duties. BHA submitted requests for new positions,								
				5. 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.	this issue, allowing the new hire to take on policy drafting or free up others to focus on								
				illeniuers.	these critical tasks. While there are resources for specific tasks, only a few people have the necessary skills. Expanding this knowledge and responsibility across the team is a		1						
				6 PHA should evalue the use of contractors to fulfill the functions for each			1						
				BHA should explore the use of contractors to fulfill the functions for open project positions.	key part of their plan.		1						
				project positions.	11/20/24 IV/8V complete compared that limited DIIA computers on 14		1						
					11/30/24 - IV&V remains concerned that limited BHA resources could create project delays and reduce system quality. BHA requested funding for additional project		1						
					resources, however the request was not approved by the State. BHA plans to resubmit		1						
							1						
					the request in next year's budget and will continue to look for other resource and funding options. IV&V continues to recommend that the project streamline								
					communications between BHA divisions in order to increase the productivity of project								
					activities and decision-making.								
					10/31/24 - IV&V remains concerned that inadequate DOH resources may result in								
					project delays and diminished system quality. IV&V is continuing to recommend that								
					the two divisions communicate directly to address their resourcing needs and optimize resourcing. DDD plans to engage new hires in additional project areas,								
20	Deployment process.	Due to on-going deployment processes and technical	Several post-production bugs have been encountered in the Phase 4 release, R4.4.	1. The Project should consider automating deployments for resource	1/31/25 - : R4.9 encountered deployment issues, prompting the creation of a defect in	Palazca/Doploymont	lssue	Low	Open		1/25/2024	Gautam	
33	Deployment process.	execution issues, the Project may continue to encounter	Regarding the bug, "Human Services Research Institute (HSRI) flow is failing in production"	savings, increased efficiency, consistency, faster time to market, improved	ADO. BHA is actively working to resolve these issues involving missing web resources		issue	LOW	open		1/23/2024		
						Planning						Gulvady	
		defects and challenges, e.g., when releases are in production	(bug# 34886	collaboration and reliability, scalability, version control integration, and	and workflows. The R4.10 go-live is scheduled for 2/6/2025. The FHIR development was	Planning						Gulvady	
		defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-	(bug# 34886 https://dev.azure.com/DOHBHA/DOH%20BHA%20INSPIRE/_workitems/edit/34886), what is		and workflows. The R4.10 go-live is scheduled for 2/6/2025. The FHIR development was completed and deployed to production on 1/29/25, with delays due to issues related to	Planning						Gulvady	
		defects and challenges, e.g., when releases are in production	(bug# 34886	collaboration and reliability, scalability, version control integration, and rollback capability.	and workflows. The R4.10 go-live is scheduled for 2/6/2025. The FHIR development was completed and deployed to production on 1/29/25, with delays due to issues related to integrating with Microsoft and Apple Health. The AER solution go-live is scheduled for	Planning						Gulvady	
		defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-	(bug# 34886 https://dev.azure.com/DOHBHA/DOH%20BHA%20INSPIRE/_workitems/edit/34886), what is in development and deployed is vastly different from what was deployed to production.	collaboration and reliability, scalability, version control integration, and rollback capability. 2. Ensure there are adequate and qualified resources to support the current	and workflows. The R4.10 go-live is scheduled for 2/6/2025. The FHIR development was completed and deployed to production on 1/29/25, with delays due to issues related to integrating with Microsoft and Apple Health. The AER solution go-live is scheduled for 2/2/2/2025. U&V will continue to monitor the deployment quality of R4.10, FHIR, any	Planning						Gulvady	
		defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-	(bug# 34886 https://dev.azure.com/DOHBHA/DOH%20BHA%20INSPIRE/_workitems/edit/34886), what is	collaboration and reliability, scalability, version control integration, and rollback capability. 2. Ensure there are adequate and qualified resources to support the current deployment processes. This may require the support from RSM resources to	and workflows. The R4.10 go-live is scheduled for 2/6/2025. The FHIR development was completed and deployed to production on 1/29/25, with delays due to issues related to integrating with Microsoft and Apple Health. The AER solution go-live is scheduled for 2/2/2/2025. U&V will continue to monitor the deployment quality of R4.10, FHIR, any	Planning						Gulvady	
		defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-	(bug# 34886 https://dev.azure.com/DOHBHA/DOH%20BHA%20INSPIRE/_workitems/edit/34886), what is in development and deployed is vastly different from what was deployed to production. The root cause for these errors is currently being investigated.	collaboration and reliability, scalability, version control integration, and rollback capability. 2. Ensure there are adequate and qualified resources to support the current deployment processes. This may require the support from RSM resources to provide assistance and knowledge transfer for some of the more complex	and workflows. The R4.10 go-live is scheduled for 2/6/2025. The FHIR development was completed and deployed to production on 1/29/25, with delays due to issues related to integrating with Microsoft and Apple Health. The AER solution go-live is scheduled for 2/21/2025. IV&V will continue to monitor the deployment quality of R4.10, FHIR, any MSDs, and the AER solution.	Planning						Gulvady	
		defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-	(bugt 34886 https://dev.zure.com/DDHBHA/DDHHS20BHA/S20INSPIRE/_workitems/edit/34886), what is in development and deployed is vastly different from what was deployed to production. The root cause for these errors is currently being investigated. Repeatable documented release and deployment and resources experienced with	collaboration and reliability, scalability, version control integration, and rollback capability. 2. Ensure there are adequate and qualified resources to support the current deployment processes. This may require the support from RSM resources to	and workflows. The R4.10 g-in/we is scheduled for 2/6/2025. The FIHI development was completed and deployed to production on 1/29/25 with delays due to its issue related to integrating with Microsoft and Apple Health. The AER solution go-live is scheduled for 2/21/2025. IV&V will contain to monitor the deployment quality of R4.10, FHIR, any MSDs, and the AER solution. 12/31/24. The Root Cause Analysis (RCA) for the medium-severity defect (addressed	Planning						Gulvady	
		defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-	(bugf 34886 https://dev.azure.com/DOHBHA/DOH%20BHA%20INSPIRE/_workitems/edit/34886), what is in development and deployed is wastly different from what was deployed to production. The root cause for these errors is currently being investigated. Repeatable documented release and deployment and resources experienced with deployments will help ensure that mistakes are minimized and that functionality is not	collaboration and reliability, scalability, version control integration, and rollback capability. 2. Ensure there are adequate and qualified resources to support the current deployment processes. This may require the support from RSM resources to provide assistance and knowledge transfer for some of the more complex deployment components.	and workflows. The R4.10 ge-live is scheduled for 2/(F/2025. The FIHI development was completed and deployed to production on 1/29/25, with delays due to issues related to integrating with Microsoft and Apple Health. The AEK solution ge-live is scheduled for 2/21/2025. IV&V will continue to monitor the deployment quality of R4.10, FHIR, any MSDs, and the AER solution. 12/31/24 - The Root Cause Analysis (RCA) for the medium-severity defect (addressed with a hottix deployed on 10/24/2024) identified it as deployment-related (related to	Planning						Gulvady	
		defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-	(bugt 34886 https://dev.zure.com/DDHBHA/DDHHS20BHA/S20INSPIRE/_workitems/edit/34886), what is in development and deployed is vastly different from what was deployed to production. The root cause for these errors is currently being investigated. Repeatable documented release and deployment and resources experienced with	collaboration and reliability, scalability, version control integration, and rollback capability. 2. Ensure there are adequate and qualified resources to support the current deployment processes. This may require the support from RSM resources to provide assistance and knowledge transfer for some of the more complex deployment components. 3. As appropriate, consult with RSM on best practices that BHA could employ	and workflows. The R4.10 ge-live is scheduled for 2/k/2025. The FIHI development was completed and deployed to production on 1/29/25. With delays due to its issue related to integrating with Microsoft and Apple Health. The AEB solution ge-live is scheduled for 2/21/2025. IV&V will continue to monitor the deployment quality of R4.10, FHIR, any MSDs, and the AEB solution. 12/31/24 - The Root Cause Analysis (RCA) for the medium-severity defect (addressed with a hottic deployed on 10/24/2024) identified it as deployment-related (related to mising/removed workflow). FAB swa deployed to production on 12/2/2024, followed	Planning						Gulvady	
		defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-	(bugf 34886 https://dev.azure.com/DOHBHA/DOH%20BHA%20INSPIRE/_workitems/edit/34886), what is in development and deployed is wastly different from what was deployed to production. The root cause for these errors is currently being investigated. Repeatable documented release and deployment and resources experienced with deployments will help ensure that mistakes are minimized and that functionality is not	collaboration and reliability, scalability, version control integration, and rollback capability. 2. Ensure there are adequate and qualified resources to support the current deployment processes. This may require the support from RSM resources to provide assistance and knowledge transfer for some of the more complex deployment components.	and workflows. The R4.10 ge-live is scheduled for 2/k/2025. The FHII development was completed and deployed to production on 1/29/25, with delays due to issues related to integrating with Microsoft and Apple Health. The AEK solution go-live is scheduled for 2/21/2025. V&V will continue to monitor the deployment quality of R4.10, FHIR, any MSDs, and the AER solution. 12/31/24. The Root Cause Analysis (RCA) for the medium-severity defect (addressed with a hotfix deployed on 10/24/2024) identified it as deployment-related (related to missing/removed workflows), R4.9 was deployed to production on 12/5/2024, followed by anid-spirit deployment (MSD) with two user stories on 12/5/2024, followed by anid-spirit deployment (MSD) with two user stories on 12/5/2024. Well will	Planning						Gulvady	
		defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-	(bugf 34886 https://dev.azure.com/DOHBHA/DOH%20BHA%20INSPIRE/_workitems/edit/34886), what is in development and deployed is wastly different from what was deployed to production. The root cause for these errors is currently being investigated. Repeatable documented release and deployment and resources experienced with deployments will help ensure that mistakes are minimized and that functionality is not	collaboration and reliability, scalability, version control integration, and rollback capability. 2. Ensure there are adequate and qualified resources to support the current deployment processes. This may require the support from RSM resources to provide assistance and knowledge transfer for some of the more complex deployment components. 3. As appropriate, consult with RSM on best practices that BHA could employ to support deployment.	and workflows. The R4.10 ge-live is scheduled for 2/k/2025. The FIHI development was completed and deployed to production on 1/29/25. With delays due to its issue related to integrating with Microsoft and Apple Health. The AEB solution ge-live is scheduled for 2/21/2025. IV&V will continue to monitor the deployment quality of R4.10, FHIR, any MSDs, and the AEB solution. 12/31/24 - The Root Cause Analysis (RCA) for the medium-severity defect (addressed with a hottic deployed on 10/24/2024) identified it as deployment-related (related to mising/removed workflow). FAB swa deployed to production on 12/2/2024, followed	Planning						Gulvady	
		defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-	(bugf 34886 https://dev.azure.com/DOHBHA/DOH%20BHA%20INSPIRE/_workitems/edit/34886), what is in development and deployed is wastly different from what was deployed to production. The root cause for these errors is currently being investigated. Repeatable documented release and deployment and resources experienced with deployments will help ensure that mistakes are minimized and that functionality is not	collaboration and reliability, scalability, version control integration, and rollback capability. 2. Ensure there are adequate and qualified resources to support the current deployment processes. This may require the support from RSM resources to provide assistance and knowledge transfer for some of the more complex deployment components. 3. As appropriate, consult with RSM on best practices that BHA could employ to support deployment. 4. Request the assistance of the RSM Solution Architect in reviewing and	and workflows. The R4.10 ge-live is scheduled for 2/k/2025. The FHII development was completed and depleved to production on 1/29/25. With delays due to isosse related to integrating with Microsoft and Apple Health. The AER solution go-live is scheduled for 2/21/2025. IV&V will continue to monitor the deployment quality of R4.10, FHIR, any MSDs, and the AER solution. 12/31/24 - The Root Cause Analysis (RCA) for the medium-severity defect (addressed with a hoftic deployment (MSD) addployed to production on 12/2/2024, followed by a mid-sprint deployment (MSD) with two user stories on 12/21/2024. IV&V will monitor the quality of both the R4.9 deployment and the MSD.	Planning						Gulvady	
		defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-	(bugf 34886 https://dev.azure.com/DOHBHA/DOH%20BHA%20INSPIRE/_workitems/edit/34886), what is in development and deployed is wastly different from what was deployed to production. The root cause for these errors is currently being investigated. Repeatable documented release and deployment and resources experienced with deployments will help ensure that mistakes are minimized and that functionality is not	collaboration and reliability, scalability, version control integration, and rollback capability. 2. Ensure there are adequate and qualified resources to support the current deployment processes. This may require the support from RSM resources to provide assistance and knowledge transfer for some of the more complex deployment components. 3. As appropriate, consult with RSM on best practices that BHA could employ to support deployment. 4. Request the assistance of the RSM Solution Architect in reviewing and correcting issues associated with the consistency of configurations across	and workflows. The R4.10 go-live is scheduled for 2/6/2025. The Fillid Gevelopment was completed and deployed to production on 1/29/25. with delays due to its size related to integrating with Microsoft and Apple Health. The AER solution go-live is scheduled for 2/21/2025. IV84 will continue to monitor the deployment quality of R4.10, FHIR, any MSDs, and the AER solution. 12/31/24 - The Root Cause Analysis (RCA) for the medium-severity defect (addressed with a hotfit deployed on 10/24/2024) identified it as deployment-related (related to by a mid-spint deployment (MSD) with two user stories on 12/16/2024. NG2V 401000 by a mid-spint deployment (MSD) with two user stories on 12/16/2024. NG2V 401000 11/30/2024 - The Root Cause Analysis (RCA) for the medium severity defect (for which a	Planning						Gulvady	
		defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-	(bugf 34886 https://dev.azure.com/DOHBHA/DOH%20BHA%20INSPIRE/_workitems/edit/34886), what is in development and deployed is wastly different from what was deployed to production. The root cause for these errors is currently being investigated. Repeatable documented release and deployment and resources experienced with deployments will help ensure that mistakes are minimized and that functionality is not	collaboration and reliability, scalability, version control integration, and rollback capability. 2. Ensure there are adequate and qualified resources to support the current deployment processes. This may require the support from RSM resources to provide assistance and knowledge transfer for some of the more complex deployment components. 3. As appropriate, consult with RSM on best practices that BHA could employ to support deployment. 4. Request the assistance of the RSM Solution Architect in reviewing and correcting issues associated with the consistency of configurations across environments, resuring that the test environment is capable of testing ALL	and workflows. The R4.10 ge-live is scheduled for 2/k/2025. The FHII development was completed and deployed to production on 1/28/52, with dealse due to its issue related to integrating with Microsoft and Apple Health. The AER solution go-live is scheduled for 2/21/2025. IV&V will continue to monitor the deployment quality of R4.10, FHIR, any MSDs, and the AER solution. 12/31/24. The Root Cause Analysis (RCA) for the medium-severity defect (addressed with a hottic deployed on 10/24/2024) identified it as deployment-related (related to mising/removed workflow). R4 say as deployed to production on 12/2/2024. followed by a mid-spinit deployment (MSD) with two user stories on 12/16/2024. IV&V will monitor the quality of both the R4.9 deployment and the MSD. 11/30/2024. The Root Cause Analysis (RCA) for the medium severity defect (for which a hot, fix was deployed on 10/2/4/218 ill pending. There were no deployments in 11/26/2024.	Planning						Gulvady	
		defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-	(bugf 34886 https://dev.azure.com/DOHBHA/DOH%20BHA%20INSPIRE/_workitems/edit/34886), what is in development and deployed is wastly different from what was deployed to production. The root cause for these errors is currently being investigated. Repeatable documented release and deployment and resources experienced with deployments will help ensure that mistakes are minimized and that functionality is not	collaboration and reliability, scalability, version control integration, and rollback capability. 2. Ensure there are adequate and qualified resources to support the current deployment processes. This may require the support from SSM resources to provide assistance and knowledge transfer for some of the more complex deployment components. 3. As appropriate, consult with RSM on best practices that BHA could employ to support deployment. 4. 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	and workflows. The R4.10 go-live is scheduled for 2/6/2025. The FiHI development was completed and deployed to production on 1/29/25. with delays due to issue related to integrating with Microsoft and Apple Health. The AER solution go-live is scheduled for 2/2/10/25. IV& will continue to monitor the deployment quality of R4.10, FHIR, any MSDs, and the AER solution. 12/31/24. The Root Cause Analysis (BCA) for the medium-severity defect (addressed with a hotfix deployed on 10/24/2024) identified it as deployment-related (related to misma/removed workflow). R4 9 was deployed to production on 1/2/5/2024, followed by a mid-spinit deployment (MSD) with two user stories on 12/16/2024. V&V will montor the quality of both R4.84 2 deployment and the MSD. 11/30/2024 - The Root Cause Analysis (RCA) for the medium severity defect (for which a hot fix was deployed on 10/24/24) is sill pending. There were no deployments in hot fix was deployed on 30/24/24) is sill pending. There were no deployments in Norwember 2024, R4 is scheduled to be deployed in December 2024. IV&W will	Planning						Gulvady	
		defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-	(bugf 34886 https://dev.azure.com/DOHBHA/DOH%20BHA%20INSPIRE/_workitems/edit/34886), what is in development and deployed is wastly different from what was deployed to production. The root cause for these errors is currently being investigated. Repeatable documented release and deployment and resources experienced with deployments will help ensure that mistakes are minimized and that functionality is not	collaboration and reliability, scalability, version control integration, and rollback capability. 2. Ensure there are adequate and qualified resources to support the current deployment processes. This may require the support from RSM resources to provide assistance and knowledge transfer for some of the more complex deployment components. 3. As appropriate, consult with RSM on best practices that BHA could employ to support deployment. 4. Request the assistance of the RSM Solution Architect in reviewing and correcting issues associated with the consistency of configurations across environments, resuring that the test environment is capable of testing ALL	and workflows. The R4.10 ge-live is scheduled for 2/k/2025. The FHII development was completed and deployed to production on 1/28/52, with dealse due to its issue related to integrating with Microsoft and Apple Health. The AER solution go-live is scheduled for 2/21/2025. IV&V will continue to monitor the deployment quality of R4.10, FHIR, any MSDs, and the AER solution. 12/31/24. The Root Cause Analysis (RCA) for the medium-severity defect (addressed with a hottic deployed on 10/24/2024) identified it as deployment-related (related to mising/removed workflow). R4 say as deployed to production on 12/2/2024. followed by a mid-spinit deployment (MSD) with two user stories on 12/16/2024. IV&V will monitor the quality of both the R4.9 deployment and the MSD. 11/30/2024. The Root Cause Analysis (RCA) for the medium severity defect (for which a hot, fix was deployed on 10/2/4/218 ill pending. There were no deployments in 11/26/2024.	Planning						Gulvady	
		defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-	(bugf 34886 https://dev.azure.com/DOHBHA/DOH%20BHA%20INSPIRE/_workitems/edit/34886), what is in development and deployed is wastly different from what was deployed to production. The root cause for these errors is currently being investigated. Repeatable documented release and deployment and resources experienced with deployments will help ensure that mistakes are minimized and that functionality is not	collaboration and reliability, scalability, version control integration, and rollback capability. 2. Ensure there are adequate and qualified resources to support the current deployment processes. This may require the support from RSM resources to provide assistance and knowledge transfer for some of the more complex deployment components. 3. As appropriate, consult with RSM on best practices that BHA could employ to support deployment. 4. 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.	and workflows. The R4.10 go-live is scheduled for 2/6/2025. The Fillid Gevelopment was completed and deployed to production on 1/29/25. with delays due to issue related to integrating with Microsoft and Apple Health. The AER solution go-live is scheduled for 2/2/10/25. IV& will continue to monitor the deployment quality of R4.10, FHIR, any MSDs, and the AER solution. 12/31/24. The Root Cause Analysis (RCA) for the medium-severity defect (addressed with a hotfix deployed on 10/24/2024) identified it as deployment-related (related to misma/removed workflows). R43 was deployed to production on 1/27/2024, I/01/2024, I/02/04 by a mid-spinit deployment (MSD) with two user stories on 12/16/2024. IV&V will monitor the quality of both R4.83 deployment and the MSD. 11/30/2024 - The Root Cause Analysis (RCA) for the medium severity defect (for which a hot fix was deployed on 10/24/24) is sill pending. There were no deployments in horwerbs r2024, IVA is scheduled to be deployed in Deember 2024. IV&V will monitor the quality of the upcoming R4.9 deployment and MSDs.	Planning						Gulvady	
		defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-	(bugf 34886 https://dev.azure.com/DOHBHA/DOH%20BHA%20INSPIRE/_workitems/edit/34886), what is in development and deployed is wastly different from what was deployed to production. The root cause for these errors is currently being investigated. Repeatable documented release and deployment and resources experienced with deployments will help ensure that mistakes are minimized and that functionality is not	collaboration and reliability, scalability, version control integration, and rollback capability. 2. Ensure there are adequate and qualified resources to support the current deployment processes. This may require the support from KSM resources to provide assistance and knowledge transfer for some of the more complex deployment components. 3. As appropriate, consult with RSM on best practices that BHA could employ to support deployment. 4. 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. 5. Request the assistance of the RSM Solution Architect in review of	and workflows. The R4.10 gp-live is scheduled for 2/k/2025. The FIHI development was completed and deployed to production on 1/29/52. With delays due to itsus: related to integrating with Microsoft and Apple Health. The AER solution gp-live is scheduled for 2/21/2025. IV&V will continue to monitor the deployment quality of R4.10, FHIR, any MSDs, and the AER solution. 12/31/24 - The Root Cause Analysis (RCA) for the medium-severity defect (addressed with a hottic deployment (MSD) with two user stories on 12/k5/2024. IV&V will monitor the quality of both the R4.9 deployment and the MSD. 113/02/024 - The Root Cause Analysis (RCA) for the medium severity defect (for which a hot fix was deployed on 10/24/204) is still pending. There were no deployments in November 2024, R4.9 is scheduled to be deployed in December 2024. IV&V will monitor the quality of the upcoming R4.4 deployment and MSDs. 10/31/24 - R4.8 was deployed to production on 15/5/2014. IV&IV will	Planning						Gulvady	
		defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-	(bugf 34886 https://dev.azure.com/DOHBHA/DOH%20BHA%20INSPIRE/_workitems/edit/34886), what is in development and deployed is wastly different from what was deployed to production. The root cause for these errors is currently being investigated. Repeatable documented release and deployment and resources experienced with deployments will help ensure that mistakes are minimized and that functionality is not	collaboration and reliability, scalability, version control integration, and rollback capability. 2. Ensure there are adequate and qualified resources to support the current deployment processes. This may require the support from RSM resources to provide assistance and knowledge transfer for some of the more complex deployment components. 3. As appropriate, consult with RSM on best practices that BHA could employ to support deployment. 4. Request the assistance of the RSM Solution Architect in reviewing and correcting issue 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. 5. Request the assistance of the RSM Solution Architect in review of deployment tripts as a double check for accuracy and completeness prior to	and workflows. The R4.10 go:live is scheduled for 2/6/2025. The Fillid Gevelopment was completed and deployed to production on 1/29/25, with delays due to issue related to integrating with Microsoft and Apple Health. The AER solution go-live is scheduled for 2/2/10/25. IV& will continue to monitor the deployment quality of R4.10, FHR, any MSDs, and the AER solution. 12/31/24. The Root Cause Analysis (RCA) for the medium-severity defect (addressed with a hotfix deployed on 10/24/2024) identified it a deployment-related (related to missing/removed workflows). R45 was deployed to production on 12/5/2024, followed by a mid-sprint deployment (MSD) with two user stores on 12/16/2024. VAV will monitor the quality of both R4.84 26 deployment and the MSD. 11/30/2024 - The Root Cause Analysis (RCA) for the medium severity defect (for which a hot fit was deployed on 10/24/24) is sill pending. There were no deployments in November 2024; P4 is scheduled to be deployed in December 2024. IV&V will monitor the quality of the upcoming R4.9 deployment and MSDs. 10/31/24. FA8. was deployed to production on 10/16/24, instead of 10/3/24. This delay was caused by a Microsoft (NS) for related to a provisols priased Behavioral	Planning						Gulvady	
		defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-	(bugf 34886 https://dev.azure.com/DOHBHA/DOH%20BHA%20INSPIRE/_workitems/edit/34886), what is in development and deployed is wastly different from what was deployed to production. The root cause for these errors is currently being investigated. Repeatable documented release and deployment and resources experienced with deployments will help ensure that mistakes are minimized and that functionality is not	collaboration and reliability, scalability, version control integration, and rollback capability. 2. Ensure there are adequate and qualified resources to support the current deployment processes. This may require the support from KSM resources to provide assistance and knowledge transfer for some of the more complex deployment components. 3. As appropriate, consult with RSM on best practices that BHA could employ to support deployment. 4. 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. 5. Request the assistance of the RSM Solution Architect in review of	and workflows. The R4.10 ge-live is scheduled for 2/k/2025. The FIHI development was completed and deployed to production on 1/29/25. With delays due to its/sure related to integrating with Microsoft and Apple Health. The AEB solution ge-live is scheduled for 2/21/2025. IV&V will continue to monitor the deployment quality of R4.10, FHIR, any MSDs, and the AER solution. 12/31/24. The Root Cause Analysis (RCA) for the medium-severity defect (addressed with a hottic deployed on 10/24/2024) identified it as deployment-related (related to this deployed on 10/24/2024) identified it as deployment related (related to by a mid-spinit deployment (MSD) with two user stories on 12/16/2024. IV&V will monitor the quality of both the R4.9 deployment and the MSD. 11/30/2024. The Root Cause Analysis (RCA) for the medium severity defect (for which a hot fix was deployed on 10/24/204 is still pending. There were no deployments in November 2024, R4.9 is scheduled to de deployed in December 2024. IV&V will monitor the quality of the upcoming R4.9 deployment and MSDs. 10/31/24 - R4.8 was deployed to production on 10/16/24, instead of 10/3/24. This delay was caused by a Microsoft (MS) fix related to a previously ratesd Behavioral Health Sevices Administration (R4M) ticket, which introduced critical issues in the	Planning						Gulvady	
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ID S	Short Description	Finding Statement	Analysis and Significance	Recommendation	Finding Update	Category	Туре	Priority	Status C	Closed Date	Identified Date	Owner	
40	Insufficient testing	nsufficient testing processes can lead to poor-quality	There is a limited understanding of the testing processes and the roles and responsibilities of	IV&V has requested an overview of the testing process and practice, with a	1/31/25 - IV&V has been requesting a walkthrough of the INSPIRE testing process since	Test Practice	Issue	Medium	Open		1/31/2024	Gautam	
-0		software, project delays and extended user acceptance		focus on process such as tracking test coverage and requirements	10/2024, which the SI has not delivered. IV&V will continue discussions with BHA to	Validation	15540	meanann	open		1, 51, 2024	Gulvady	
		esting		traceability, considering new development of Access Rules, Document	ensure progress is made in advancing the SI's INSPIRE testing efforts. To support future	Vandation						Guilday	
		сэли <u>ь</u> .	approval from state staff.	management/digitization.	Phase 4 releases beyond R4.10, the project plans to onboard a Tosca automated								
			When testing user stories 34564 and 34756 on 1/31/24, the test tasks did not reflect the real	manugement agrication.	regression testing Subject Matter Expert (SME). The plans and timeline for Tosca								
			use cases to give stakeholders adequate confidence that the user story could be tested. As a	A Stakeholder Register helps identify and understand all project	automated regression testing are being reviewed with plans to commence work on								
				stakeholders, ensuring their needs are met and risks are managed through	3/1/2025. UAT for AER functionality is complete, with the SI addressing defects								
			may have been deemed to meet functionality when it did not.	effective communication. A RACI clarifies roles and responsibilities,	identified during testing. Some AER testing deliverables, for example, test results,								
			may have been deemed to meet runchonairty when it did not.	improving collaboration, decision-making, and resource management, which									
				are all critical for the success of IT projects.	remain meanplete, while private near are reviewing outer deliverables.								
				are an entited for the success of th projects.	12/31/24 - IV&V provided a list of testing topics for the SI to address during the current								
				1. Identify stakeholders (output is stakeholder register) and develop a PACI	DD&I phase of the project. However, the SI's response focused on the M&O phase								
				matrix for testing.	rather than DD&I and did not reference updated documentation. BHA has								
				induitation testing.	communicated to the SI that the project have always been in DD&I and the project can								
				2. Review the overall testing process and implement any needed	only transition to the Maintenance and Operations (M&O) phase after CMS has								
				improvements identified.	certified INSPIRE/MAX. In addition to updated documentation, IV&V continues to								
				inprovemento identifica.	request a walkthrough meeting to further understand the testing process. IV&V will								
					continue discussions with BHA to ensure progress is made in advancing the SI's testing								
					efforts.								
I			1		in the first state of the first	1	1		1		1		
I			1		11/30/2024 - IV&V has identified specific testing areas to discuss with the appropriate	1	1		1		1		
			1			1	1		1				
I			1		project representatives to gain a deeper understanding of the INSPIRE testing process. DDD has agreed to facilitate the organization of these meetings.	1	1		1		1		
			1		nos agreeu to racifitate the organization of these meetings.	1	1		1		1		
1			1		10/21/24 IV/RV has seen asked a service to service both assesses of the service both	1	1		1		1		
					10/31/24 - IV&V has requested a session to review test processes and will provide a list								
					of suggested items to cover (for example, tracking test coverage and requirements								
					traceability). The goal of this session is to identify opportunities to improve the testing								
					process, as well as the reporting of test results and coverage.								
					9/30/24 - BHA and IV&V reviewed the RACI matrix, with IV&V providing feedback. BHA								
					continues to refine and develop the RACI matrix to define the roles clearly and involve								
					the right stakeholders for successful project outcomes. The SI vendor currently tracks test coverage manually using Excel worksheets, missing out on the capabilities of Azure								
	Backlog meetings	The absence of separate dedicated product backlog review		For a set of all set of a set of the set	1/31/25 - BHA remains satisfied with the backlog prioritization. However, CAMHD,	Sprint Planning	0 1.1	Medium	0		1/26/2024	Gautam	
41 1	Backing meetings	meetings can lead to unclear priorities, misalignment with	Currently, product backlog reviews are done during design meetings and/or weekly issues meetings. This can lead to, e.g., scattered focus, limited stakeholder engagement, difficulty	allow clarifying any ambiguities or uncertainties, re-prioritization, estimation,		Sprint Planning	RISK	weatum	Open		1/20/2024	Gulvady	
		stakeholders, inadequate refinement, and increased risk of	in managing complexity, and delayed decision making.		that gathering feedback from a broader user base might lead to additional requests							Guivauy	
		scope creep.	A product backlog review is an essential part of agile project management, particularly in		without proper prioritization. DDD mentioned that the next product backlog meeting is								
		scope creep.	Scrum. It's a collaborative meeting where the Scrum team, including the Product Owner,	be taken.	scheduled for Monday, 2/2/2025, due to current team availability and ongoing								
			Scrum Master, and development team members, inspect and adapt the product backlog.	be taken.	commitments. Additionally, IV&V will be invited to attend these backlog meetings.								
			Scrum waster, and development team members, inspect and adapt the product backlog.	IVV recommends scheduling separate dedicated product backlog review	commitments. Additionally, IVolV will be invited to attend these backlog meetings.								
				Tww recommends scheduling separate dedicated product backlog review									
			The product hadden review is an important forum economy, that halps have the hadden	mentions (during environ) where all relevant statished days are invited to	12/21/24 IV/9V absenced two CAMUD headles existination meetings and will continue								
			The product backlog review is an important Scrum ceremony that helps keep the backlog	meetings (during sprints) where all relevant stakeholders are invited to	12/31/24 -IV&V observed two CAMHD backlog prioritization meetings and will continue								
			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	to monitor the process regularly. While CAMHD and DDD are generally satisfied with								
				review the product backlog and scheduled at the appropriate time(s) such that there is sufficient time to plan the design, development, and	to monitor the process regularly. While CAMHD and DDD are generally satisfied with the backlog prioritization, there are areas for improvement, particularly in balancing								
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ID S	hort Description	Finding Statement	Analysis and Significance	Recommendation	Finding Update	Category	Туре	Priority	Status	Closed Date	Identified Date	Owner	
42				we have a start of the start of	a factor where the second state and the second state is a set of the second state and				0		2/20/2024	C	
42 0	Sovernance	Lack of effective governance and communication among stakeholders can have significant negative impacts on a	Ineffective governance and communication among stakeholders can significantly impact a project in several ways, e.g., stakeholder disengagement, misunderstandings, conflict and	IVV recommends considering the following recommendations to establish effective governance and communication among stakeholders:	1/31/25—The SI's response is that the project is in a staff augmentation phase, and BHA now owns the project and decides where the SI puts its effort.	Project Management	issue	Medium	Open		2/29/2024	Gautam Gulvadv	
		project in several ways.	tension, misalignment of objectives, increased risks, unclear roles and responsibilities, and	effective governance and communication among stakeholders:	BHA now owns the project and decides where the SI puts its effort.							Guivady	
		project in several ways.	quality issues. An example on this project is the development and implementation of Golden	1. DIIA and the CI have discussions to align an a shared understanding of the	12/31/24 - Recent discussions between BHA and the SI during this reporting period								
			Record/Master Data Management (MDM).	contractual Terms & Conditions for the INSPIRE project.	indicate that BHA is utilizing additional User Story Points (USPs) to investigate and								
			Record/Waster Data Management (WDW).	contractual remis & conditions for the INSPIRE project.	resolve defects from recent releases, such as R4.8. Based on earlier discussions with								
			The lack of effective governance and communication among stakeholders can result in	2. Create a Governance Structure: Implement a governance structure that	BHA, IV&V understands that a warranty period applies to such defects, meaning the								
			project delays, budget overruns, and decreased quality. It's essential for project managers	defines decision-making processes, escalation procedures, and	vendor should not charge BHA additional costs for their resolution. However, the SI has								
			and stakeholders to prioritize clear communication and establish robust governance	accountability mechanisms. Clarify how decisions will be made, who has	stated that there is no warranty period. IV&V and BHA will review the contractual								
			structures to ensure project success.	authority, and how issues will be resolved.	terms and continue discussions in January 2025. The ultimate goal of this discussion is								
				···· //	that all stakeholders have a common understanding of the current contractual terms &								
				3. Develop a Stakeholder Registry, RACI chart, and Stakeholder Engagement	conditions governing defect fixing and how defect fixing will be addressed in the future.								
				Plan: Identify key stakeholders and develop a plan to engage them									
				throughout the project lifecycle. Tailor communication strategies to address	11/30/24 - IV&V is unaware of the progress towards mitigating this risk.								
				the needs and preferences of different stakeholders, ensuring their active									
				involvement and support.	10/31/24 - The lack of productive communication between DDD and CAMHD could lead								
					to misunderstandings, confusion, unclear project priorities, and ultimately project								
				4. Clearly define Roles and Responsibilities: clearly outlining the roles and	delays.		1	1	1 1				
				responsibilities of each stakeholder involved in the project, would ensure	BHA is considering developing a documented governance process for restarting		1	1	1 1				
				that everyone understands their duties and how they contribute to the	production systems. The project is considering various options for tracking cost of		1	1	1 1				
				project's success.	features that require a significant level of effort (project refers to these as "Big Rock"		1	1	1 1				
					features).		1	1	1 1				
				5. Encourage Open Communication and Feedback: Foster a culture of open			1	1	1 1				
				communication and feedback where stakeholders feel comfortable sharing	9/30/24 - There remain some communication challenges between stakeholders on		1	1	1 1				
				their thoughts, concerns, and suggestions. Encourage constructive dialogue	project aspects such as defect tracking and reporting, and tracking and monitoring costs								
				and actively seek input to improve decision-making and problem-solving.	related to Big Rock functionalities. IV&V recommends project teams maintain								
				Keep stakeholders informed about project progress, milestones, and key	collaboration and information sharing across stakeholder groups to ensure shared								
				developments through regular updates and progress reports. Highlight	understanding in key project areas.								
				achievements, challenges, and any changes to the project plan or scope.									
					8/31/2024 - There remain some communication challenges between stakeholders on								
				6. Resolve Conflicts Promptly: Address conflicts and disagreements among	project aspects such as defect tracking and reporting, and tracking and monitoring costs								
				stakeholders promptly and professionally. Encourage dialogue, active listening, and compromise to find mutually acceptable solutions that support	related to Big Rock functionalities. IV&V recommends project teams maintain collaboration and information sharing across stakeholder groups to ensure shared								
43 5	harePoint folder performance.	Execution time for the process for undating DDD SharePoint	The existing DDD SharePoint documents and folders update process is intensive and the	IV&V recommends doing an impact analysis, e.g., downstream impact.	1/31/25 - DDD is working to confirm final approvals to allow the digitization initiative to	Release/Deployment	Issue	Medium	Onen		4/30/2024	Gautam	
45 5	and crome loader performance.	folders was unacceptable.	execution time was unacceptable - this process took 11 calendar days to execute in	recommends doing an impact analysis, e.g., downstream impact	move forward with the SI, and the project may restart in Spring 2025. Meanwhile, DDD		13500	meanann	open		4/ 50/ 2024	Gulvady	
			production with R4.4.	IV&V recommends DDD puts on hold any development utilizing Power	has paused further development on planned improvements to an existing process,							,	
				Automate for the performance issue encountered in production (marked	which previously took approximately 15 days to complete, as the current SharePoint								
			This process is part of several intense processes that update SharePoint documents and	"TBD" in finding #14 related to "SharePoint Bulk Flows still running"),	site cannot handle the anticipated volume of 2.5 million digitized documents without a								
			folders. The SI vendor recommended against doing this intensive process. However, no	related user stores, e.g., "Changes to DDD folders", and defects.	redesign of its hierarchy.								
			feasible alternative solutions were provided and this process was implemented.										
				IV&V recommends evaluating other feasible options, e.g., leveraging	12/31/24 - DDD is working with stakeholders to determine the direction and next steps								
			BHA has the flexibility to refine and alter their SharePoint directory structure. As a result,	SharePoint tools and best practices.	on the digitization initiative.								
			per the SI vendor, the process does not pick up continuously evolving permutations of folder										
			structures in Production, nor can the execution time be estimated or benchmarked. Per	A project issue should be opened to identify and manage the resolution of	11/30/2024 – BHA plans to launch an initiative to digitize approximately 2.5 million		1	1	1 1				
			discussions between the SI vendor and BHA over many months, this process was not going	this issue.	paper documents as part of a broader effort to transition to a paperless system. While		1	1	1 1				
			to complete 100% of the operations because of the different folder structures in Production.		the SI has been working on enhancing the existing process which previously required								
			And this process/jobs has been updated many times to address different folder structures		around 15 days to complete, the current SharePoint site cannot accommodate the		1	1	1 1				
			that were captured during testing, but there is no guarantee that it covers every possible		anticipated volume without a redesign of the SharePoint hierarchy.		1	1	1 1				
			scenario - some operations failed because the folder structure was not encountered during	1	Considering the low frequency of the process (only once or twice per year) and the		1	1	1 1				
							1	1	1				
			testing, which was an expected event. The folders in Production that were not picked up		challenges posed by the SharePoint limitations, DDD has decided to pause further								
			testing, which was an expected event. The folders in Production that were not picked up with Flow were supposed to be manually updated.		development on these improvements. However, if DDD encounters difficulties in								
			with Flow were supposed to be manually updated.										
			with Flow were supposed to be manually updated. The current solution utilizing Power Automate provided the necessary steps to automate		development on these improvements. However, if DDD encounters difficulties in executing the existing process, it will reevaluate the need for these enhancements.								
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			with Flow were supposed to be manually updated. The current solution utilizing Power Automate provided the necessary steps to automate this process , but it was newer going to capture 100% of folders. And the process took 11		development on these improvements. However, if DDD encounters difficulties in executing the existing process, it will reevaluate the need for these enhancements. D/31/24 - Development of the design improvements to create and remane folders for all existing customers in their SharePoint subsite will begin as higher priority user stories have been completed and a SharePoint resource becomes available. The new design will utilize PowerShell scripts, which are expected to be more efficient than the previously used Power Automate solution, which had slower-than-anticipated processing times. 9/30/24 - The development of the improvements will commence once a SharePoint resource is available.								

ID	Short Description	Finding Statement	Analysis and Significance	Recommendation	Finding Update	Category	Туре	Priority	Status	Closed Date	Identified Date	Owner	
45	Cost tracking for big rocks	There is a lack of stakeholder alignment on cost tracking,	The current process does not allow BHA to track actual costs versus budgeted costs of large	IV&V recommends that stakeholders establish a structured process to	1/31/25 - : Discussions between IV&V, BHA, and Med-QUEST continue to address	Project Management	Issue	Medium	Open	(5/25/2024	Gautam	
		federal financial participation allotments, and claims	functionality such as Provider Portal, Maui Wildfire Communication, Fast Health	ensure alignment and guide resolution.	challenges in tracking federal financial participation allotments and managing claims					1		Gulvady	1
		management.	Interoperability Resources (FHIR) or the Golden Record (GR). The absence of a clear process doesn't give insight into, e.g., how much of the budget has gone into developing		submissions. Efforts are underway to define a structured process to guide resolution.					1	1	1 ,	1
			functionality such as Provider Portal, Maui Wildfire Communication, FHIR or GR		12/31/24 -BHA has escalated Med-QUEST's ongoing challenges with tracking federal					1	1	, , , , , , , , , , , , , , , , , , ,	1
			functionality.		financial participation allotments and managing its claims submission process to the					1	1	, , , , , , , , , , , , , , , , , , ,	1
			By incorporating a clear process that would allow BHA to monitor costs of large functionality.		appropriate personnel. The deployment of Fast Healthcare Interoperability Resources (FHIR) has been postponed, with a new target date of January 2025, IV&V remains					1	1	1 ,	1
			BHA can maintain better financial records and it would allow BHA to monitor costs of large functionality,		concerned that scope creep in FHIR development could delay the implementation of					1	1	1 ,	1
			budgeted costs and answer questions, e.g., "how much money has been spent on		other system features, potentially impacting system performance, reducing user					1	1	1 ,	1
			developing Provider Portal, Maui Wildfire Communication, FHIR or Golden Record (GR)		productivity, and increasing user frustration. PCG, BHA, and Med-QUEST are having					1	1	, , , , , , , , , , , , , , , , , , ,	1
			functionality?"		ongoing discussions to resolve Med-QUEST's challenges with tracking federal financial participation allotments and managing its claims submission process.					1	1	1 ,	1
					participation anotherits and managing its claims submission process.					1	1	1 ,	1
					11/30/2024 - During earlier discussions between BHA and IV&V, DDD emphasized the					1	1	, , , , , , , , , , , , , , , , , , ,	1
					importance of tracking costs for major functionalities like the Provider Portal and FHIR.					1	1	1 ,	1
					In September 2024, IV&V proposed options for cost tracking, including the use of Tags in Azure DevOps (ADO). BHA stakeholders suggested similar straightforward methods,					1	1	, , , , , , , , , , , , , , , , , , ,	1
					aligning with IV&V's recommendation. Since BHA is currently satisfied with the system					1	1	1 ,	1
					integrator's (SI) adherence to the allocated budget for key functionalities, BHA does not	t				1	1	1 ,	1
					consider this as a risk. However, BHA has raised significant concerns about Med-					1	1	1 ,	1
					QUEST's ongoing inability to track federal financial participation allotments and its claims submission process, issues that have persisted since the project's					1	1	1 ,	1
					inception. These deficiencies require considerable time to make corrections and may					1	1	1 ,	1
1	1				require additional funding. Despite previous assurances of procedural improvements,	1	1			i	1	1 '	1
1	1				the problem remains unresolved.	1	1			i	1	1 '	1
1	1				10/31/24 - Discussions about the options are ongoing. These options also enable	1	1			i	1	1 '	1
1	1				tracking the allocation of a release's fixed number of User Story Points (USPs) across	1				i	1	۱	1
					various categories or buckets by utilizing tags in Azure DevOps (ADO). IV&V is					1	1	1 ,	1
					concerned that the extensive use of USPs to implement large-scale functionalities, such					1	1	, , , , , , , , , , , , , , , , , , ,	1
1	1				as FHIR, may result in the removal or reduction of planned features, which could impac system effectiveness, lower user engagement, and fall short of anticipated feature		1			i	1	1 '	1
46	Defect management.	Neglecting the established defect management process could	d	IV&V recommends to:	1/31/25 - During this reporting period, there continues to be a delay in creating tickets	Project Management	Issue	Medium	Open	i	9/30/2024	Gautam	
1	1	lead to lost/forgotten defects, user frustration, and could		1. Based on Best Practices, updating the defect management documentation	in Azure DevOps (ADO) for defects. IV&V remains concerned about the project's	1				ł	1	Gulvady	1
		slow resolution of similar defects in the future.		and having regular refresher training on the defect management process. 2. Send communications to the project stakeholders to clarify the defect	deviation from the Defect Management process. IV&V, BHA and the SI will continue discussions to identify process gaps and determine next steps.					1	1	, , , , , , , , , , , , , , , , , , ,	1
1	1			Send communications to the project stakeholders to clarify the defect management process and the importance of logging all defects.	unocussions to mentiny process gaps and determine next steps.	1				i	1	۱	1
1	1			3. Take steps to assure current and new users understand how to report	12/31/24 - During this reporting period, users encountered production issues related to					ł	1	1 '	1
1	1			and/or log defects.	the Calculator, including an inability to view active cases and resolved cases. However,	1				ł	1	1 '	1
1	1			 Consider designating a defect management lead or champion to oversee adherence to the process and assure all defects are logged. 	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	1	1			i	1	1 '	1
				5. Keep stakeholders informed about defect status, priority, impacts, and	process. IV&V and BHA will continue discussions to identify process gaps and					1	1	1 ,	1
				resolution timelines. This could increase awareness of the importance of	determine next steps.					1	1	1 ,	1
				logging defects.						1	1	, , , , , , , , , , , , , , , , , , ,	1
				Discuss ways to improve the defect logging and management process with the SI and come up with a plan to improve.	11/30/2024 - In recent meetings with DDD and CAMHD, IV&V discussed the issue of some defects reported to the Helpdesk via phone or other channels not being logged					1	1	1 ,	1
				the stand come up with a plan to improve.	or addressed. DDD noted that staff find the process of logging such defects					1	1	1 ,	1
					cumbersome. However, DDD leadership has emphasized that all defects must be					1	1	1 ,	1
					logged. IV&V and BHA to continue these discussions to determine process gaps and the	2				1	1	1 ,	1
					next steps.					1	1	1 ,	1
					10/31/24 - DOH leadership continues to express concerns that not all defects are being					1	1	1 ,	1
					logged.					1	1		1
													i i i i i i i i i i i i i i i i i i i
47	<u>'</u>	1								ł			1
47		The last of a second		1001	a log log - sulling and the second state of th	Decision 44					0/20/257	Guitar	
	Production restarts.	The lack of a governance process for restarting production systems can impact service availability and frustrate end-		IV&V recommends BHA 1. Develon standard procedures for system restarts including a checklist to	1/31/25 - When an issue requiring a production Portal restart occurred only once, certain project stakeholders convened to discuss and implement the peressary steps	Project Management	Issue	Medium	Open		9/30/2024	Gautam Gulvadv	
1	Production restarts.	The lack of a governance process for restarting production systems can impact service availability and frustrate end- users and hinder accountability.		IV&V recommends BHA 1. Develop standard procedures for system restarts, including a checklist to determine when a restart is necessary, pre-checks, step-by-step instructions,	1/31/25 - When an issue requiring a production Portal restart occurred only once, certain project stakeholders convened to discuss and implement the necessary steps. IV&V recommends documenting the actions taken during that meeting as part of the	Project Management	lssue	Medium	Open		9/30/2024		
ļ	Production restarts.	systems can impact service availability and frustrate end-		 Develop standard procedures for system restarts, including a checklist to determine when a restart is necessary, pre-checks, step-by-step instructions, and post-restart verifications. 	certain project stakeholders convened to discuss and implement the necessary steps. IV&V recommends documenting the actions taken during that meeting as part of the process for production system restarts. Documenting processes and procedures	Project Management	Issue	Medium	Open		9/30/2024		
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ID	Sh	hort Description	Finding Statement	Analysis and Significance	Recommendation	Finding Update	Category	Туре	Priority	Status	Closed Date	Identified Date	e Owner	
50	Tr	raining Materials	There is uncertainty around the scheduling, trainee	BHA has requested the SI for a complete updated AER project schedule which is yet to be			Schedule	Preliminary		Open		1/31/2025	Susmitha	
			sessions.	delivered. It is essential for the project team to review training materials in advance to ensure they are grouperly aligned with the distinct needs of each trainer group. Given the differences in the users' dashboards, users will not be trained together, necessitating the reservation of specific times for each group. Furthermore, the SI vendor is prepared to engage in discussions and provide a preview of the materials that have already been developed. This preview will be valuable for refining content, ensuring it is relevant, and confirming that the materials meet the requirements of each user group.			Management	Concern					Rajan	