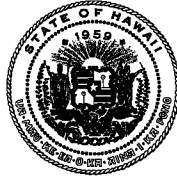


JOSH GREEN, M.D.
GOVERNOR
KE KIA ĀINA



KEITH A. REGAN
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KA LUNA HO'OMALU HANA LAULĀ

CHRISTINE M. SAKUDA
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LUNA 'ENEHANA

STATE OF HAWAII | KA MOKU'ĀINA O HAWAII'
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | KA 'OIHANA LOIHELU A LAWELAWE LAULĀ
OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | KE'ENA HO'OLANA 'ENEHANA
P.O. BOX 119, HONOLULU, HAWAII 96810-0119

February 27, 2026

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.

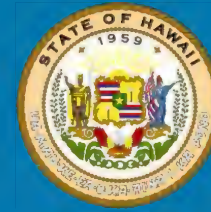
In accordance with HRS section 93-16, this report may be viewed electronically at <http://ets.hawaii.gov> (see "Reports").

Sincerely,

A handwritten signature in blue ink, appearing to read "Christine M. Sakuda".

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
December 1 – December 31, 2025*

Final Submitted: January 13, 2026

Agenda

Executive Summary

IV&V Findings & Recommendations

Appendices

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



Executive Summary

The project remains on schedule, with Release 4.15 successfully deployed on December 3, 2025. The release delivered high-impact enhancements to system integration, reporting and visibility, and service tracking, supporting more efficient provider workflows and timely claims.

Post-release system stability remains strong. Three production defects were identified following go-live, with remediation planned for Release 4.16. A mid-sprint deployment was completed on December 11, 2025, to support Centers for Medicare & Medicaid Services (CMS) compliance and improve transparency by expanding service-rate visibility across provider portals. IV&V has provided standardized Root Cause Analysis templates to guide ongoing reviews and support continuous improvement.

BHA remains committed to coordinated planning as future needs are evaluated. The DDD IT Supervisor role has been filled, with a December 2025 start. Some support areas are still maturing, with interim security coverage and limited programming resources that will continue to be monitored.

Backlog management efforts to decompose large user stories into smaller, deliverable increments remain in early adoption. Progress is dependent on upcoming planning sessions with analytics stakeholders to clarify priorities and improve delivery predictability.

Regression testing for Release 4.15 was completed on December 2, 2025, with only minor operational impact identified. Automated regression testing for DDD expanded significantly, with 454 test scripts executed across 12 modules, reducing manual testing effort and improving testing efficiency. CAMHD automation remains paused pending a Tosca license upgrade.

The Document Scanning Project advanced through technical design review and User Acceptance Testing, with training and go-live planned for January 2026.



Executive Summary

Oct	Nov	Dec	Category	IV&V Observations
L	L	L	Sprint Planning	BHA team backlog management efforts to incrementally break down large user stories into smaller, deliverable increments are in the early stages. Further progress will be supported by upcoming planning sessions with analytics stakeholders to help clarify priorities and improve delivery predictability.
L	L	L	User Story (US) Validation	There are no active findings in the User Story (US) Validation category, which remains Green (low criticality) for this reporting period. IV&V will continue to monitor the US development and validation process in upcoming reporting periods.
M	M	M	Test Practice Validation	Regression testing for Release 4.15 was completed on December 2, 2025, and only minor operational impacts were identified. Automated regression testing for DDD expanded significantly, with 454 test scripts executed across 12 modules, reducing manual testing effort and improving testing efficiency. CAMHD automation remains paused pending a Tosca license upgrade.



Executive Summary

Oct	Nov	Dec	Category	IV&V Observations
M	M	M	Release / Deployment Planning	Release 4.15 was successfully deployed on 12/3/25. Few post-production defects were identified with remediation targeted for the 4.16 release. A Mid-Sprint Deployment on 12/11/25 was completed to support CMS compliance on the portals. Automated deployments from Development to Production continues to progress, with a potential test run for release 4.16.
L	L	L	On-The-Job- Training (OJT) and Knowledge Transfer (KT) Sessions	This category remains Green (low criticality) for the December reporting period with no active findings.
L	L	L	Targeted KT	This category remains Green (low criticality) for the December reporting period. IV&V will continue to monitor.
L	L	L	Project Performance Metrics	There are no project performance metrics to report for the December reporting period. IV&V will keep this category's criticality rating Green (low criticality) and will continue to monitor.
L	L	L	Organizational Maturity Assessment (OMA)	This category remains Green (low criticality) for the December reporting period. There are no outstanding findings in this category, and IV&V will continue to monitor.



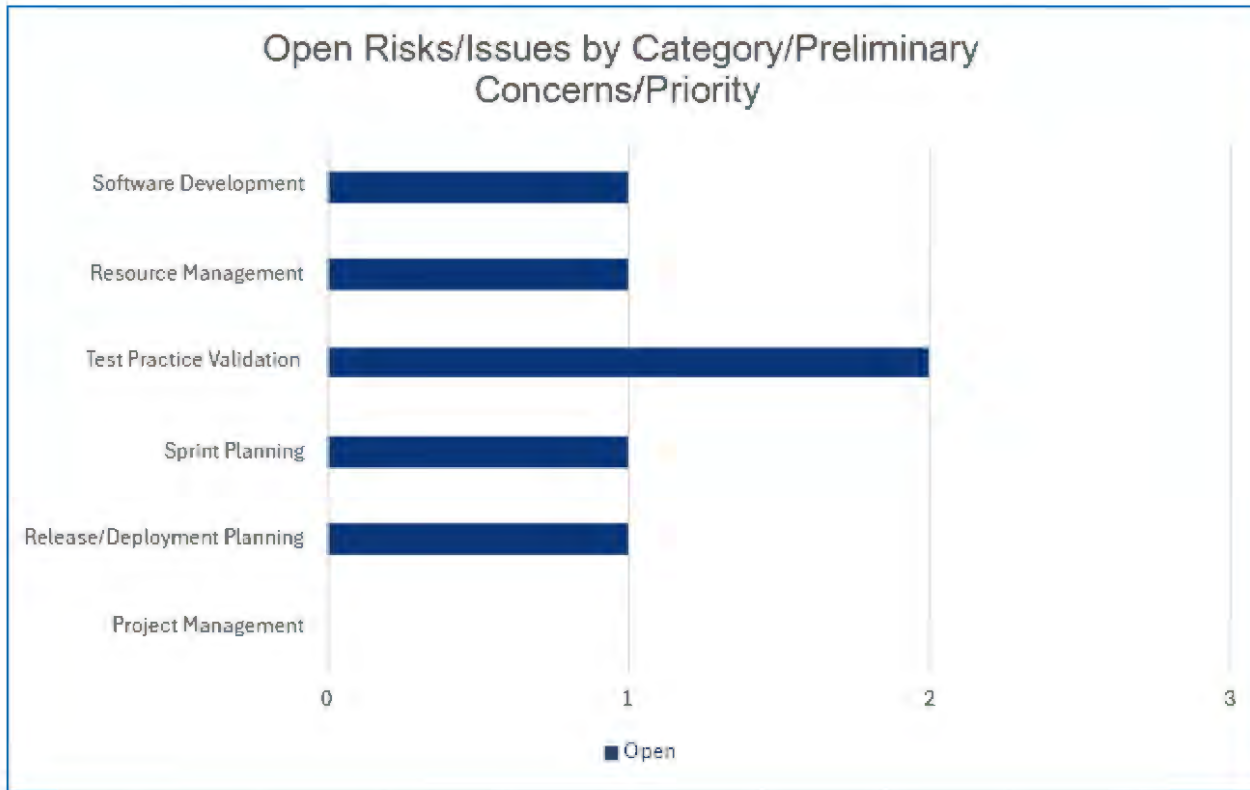
Executive Summary

Oct	Nov	Dec	Category	IV&V Observations
L	L	L	Project Management	The project remains on schedule, with Release 4.15 successfully deployed on December 3, 2025. The release delivered high-impact enhancements to system integration, reporting and visibility, and service tracking, supporting more efficient provider workflows and timely claims.
M	M	M	Resource Management	BHA remains committed to coordinated planning as future needs are evaluated. The DDD IT Supervisor role has been filled, with a December 2025 start. Some support areas are still maturing, with interim security coverage and limited programming resources that will continue to be monitored.



Executive Summary

As of the December 2025 reporting period, six (6) open findings. Four (4) Medium Issues, One (1) Low Issue, and one (1) Low Risk spread across the Release/Deployment Planning, Test Practice Validation, Sprint Planning, Project Management, Resource Management, Software Development, assessment areas are currently open.



The background is a solid blue color with several decorative elements. There are several light blue rounded rectangles of various sizes scattered across the page. Some of these rectangles have a thin white outline, while others are solid light blue. The rectangles are arranged in a somewhat random pattern, with some overlapping. The text "IV&V Findings & Recommendations" is centered in the lower half of the page in a bold, white, sans-serif font.

IV&V Findings & Recommendations

IV&V Findings & Recommendations

Assessment Categories


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

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



IV&V Findings & Recommendations


Sprint Planning (cont'd)

#	Key Findings	Criticality Rating
41	<p>Low Risk: The absence of separate dedicated product backlog review meetings can lead to unclear priorities, misalignment with stakeholders, inadequate refinement, and an increased risk of scope creep.</p> <p>Update: The process of incrementally breaking down larger user stories is still in early stages and has not yet been widely applied across the project. This approach is expected to become increasingly important during Analytics Phase 2, where several current user stories remain large. Progress on this effort is closely linked to upcoming planning and coordination sessions with analytics stakeholders, which will help clarify priorities, refine requirements, and create more manageable story increments. At this time, this is a planned focus area that highlights an opportunity to strengthen user story management as the project progresses.</p>	
Recommendations		Status
BHA continues to conduct these meetings regularly and mature the practice over time, as they provide tangible value in sustaining project velocity and reducing rework.		In Progress
CAMHD and DDD implement a structured feedback management process with a prioritization framework to ensure that all new requests are thoroughly evaluated and aligned with project goals before being added to the backlog.		In Progress
Separate dedicated product backlog review meetings (during Sprints) would allow clarifying any ambiguities or uncertainties, re-prioritization, estimation and refinement of backlog items. This would allow the project team to avoid situations where decisions about including items mid-Sprint would have to be taken.		In Progress
IV&V recommends scheduling separate dedicated product backlog review meetings (during Sprints) where all relevant stakeholders are invited to review the product backlog and scheduled at the appropriate time(s) such that there is sufficient time to plan the design, development, and implementation (DDI) of the next release(s).		In Progress



IV&V Findings & Recommendations

Test Practice Validation

#	Key Findings	Criticality Rating
2	<p>Medium Issue: The lack of comprehensive automated regression testing has likely led to post-production defects, causing user frustration.</p> <p>Finding Update: Regression testing for Release 4.15 was completed on 12/02/25, identifying 2 medium-severity defects that did not block the release. In addition to DDD and CAMHD continuing their practice of manually executing test cases, the Tosca Automation Regression SME performed a dry run of automated test scripts developed for DDD - covering 12 modules and 454 test cases during this regression cycle and delivered a comprehensive testing report upon completion. This effort helped validate system stability and improved test coverage. CAMHD's automation efforts remain on hold pending a Tosca license upgrade.</p>	
Recommendations		Status
<p>To ensure effective Tosca testing, it is crucial for both divisions to align on a unified resource allocation strategy. Given the limited availability of resources, open communication and consensus-building are essential for optimizing tester utilization.</p> <p>By collaborating to prioritize testing efforts, share critical test cases, and identify overlapping areas, the divisions can achieve comprehensive regression testing without overburdening a single resource. This collaborative approach will balance workloads, streamline processes, and enhance test coverage, minimizing delays and bottlenecks. Ultimately, it will enable both divisions to meet their testing objectives efficiently.</p>		Open
<p>A balanced approach that combines manual and automated regression testing to ensure broad test coverage and flexibility.</p>		In-Progress



IV&V Findings & Recommendations


Test Practice Validation (cont'd)

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



IV&V Findings & Recommendations

Test Practice Validation (cont'd)

#	Key Findings	Criticality Rating
40	<p>Low Issue: Limited testing processes can lead to poor-quality software, project delays, and extended user acceptance testing.</p> <p>Finding Update: No issues were reported with role-based testing during the release 4.15 regression cycle. BHA continues to evaluate high-risk areas of the system to identify opportunities where additional test coverage could provide value, based on priorities and timeline.</p>	

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



IV&V Findings & Recommendations


Test Practice Validation (cont'd)

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



IV&V Findings & Recommendations

Release / Deployment Planning (cont'd)

#	Key Findings	Criticality Rating
39	<p>Medium Issue: Due to on-going deployment processes and technical execution issues, the Project may continue to encounter defects and challenges, e.g., when releases are in production or in meeting projected timelines for production and non-production deployments.</p> <p>Finding Update: Release 4.15 was deployed successfully on 12/3/25. Since deployment, three (3) production defects were identified, with remediation for some planned in the next release. A mid-sprint deployment (MSD) was completed on 12/10/25, adding service rate accessibility to both portals ensuring compliance to published FFS payment data. A second MSD was completed on 12/11/25 for updating a DDD Power BI report. Automated deployments from the Development environment to Production remain ongoing, with a possible test run in the upcoming 4.16 release.</p>	

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

IV&V Findings & Recommendations

Release / Deployment Planning (cont'd)

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



IV&V Findings & Recommendations


Release / Deployment Planning (cont'd)

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



IV&V Findings & Recommendations

Resource Management

#	Key Findings	Criticality Rating
34	<p>Medium Issue: A shortage of BHA project resources could lead to reduced productivity and project delays.</p> <p>Finding Update: BHA shows continued commitment to coordinated planning as future project needs are evaluated. The DDD IT Supervisor role has been filled, with the new supervisor starting in early December 2025, representing a positive step forward. As planning progresses, some coverage areas remain under development, and security support is currently provided on an interim basis, with the potential to transition to more dedicated support over time. Programming support relies on a limited number of resources and may be an area to monitor as project activities progress.</p>	

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



IV&V Findings & Recommendations


Resource Management (cont'd)

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



IV&V Findings & Recommendations

Software Development

#	Key Findings	Criticality Rating
14	<p>Medium Issue: Due to multiple quality concerns, the project may continue to face impactful system defects.</p> <p>Finding Update: During the last reporting period, 2 new High-severity and 1 medium-severity Production defects were identified, with remediation for some planned in the next release. Root cause analysis remains pending for several prior Production defects. To strengthen the RCA process, IV&V has provided BHA with a standardized template and supporting guidance for consistent and effective implementation going forward. Timely completion of RCAs helps minimize recurring defects and contributes to overall quality assurance.</p>	
Recommendations		Status
Closer collaboration between divisions to review reported defects, ensuring a shared understanding and alignment, particularly regarding the severity and priority of production defects.		Open
Consider exploring tools and practices that support continuous code quality improvements that could help to establish quality standards and assure high-quality code that is secure and can be easily maintained.		In Progress
The project increases comprehensive testing prior to joint testing to reduce the burden on BHA testers and reduce post-production defects.		Open
The SI vendor add a "Found In" column to the daily scrum file to indicate the environment where each defect was identified.		In Progress
The SI vendor provides the total number of defects in production and reports these numbers regularly to BHA.		In Progress
Evaluate existing project staff skills and experience levels to ensure they meet BHA support requirements.		Closed



IV&V Findings & Recommendations

Software Development (cont'd)

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



IV&V Findings & Recommendations

Project Performance Metrics

Metric	Description	IV&V Observations	IV&V Updates					
Velocity	<ul style="list-style-type: none"> Review and validate the velocity data as reported by the project Verify the project is on pace to hit the total target number of US/USP 	<p>December: R4.15 was deployed to Production on 12/3/2025. Mid-Sprint Deployments were completed on 12/10/25 & 12/11/25. R4.16 is planned for Production on 2/4/25.</p>	Velocity Metric Trends:					
			<table border="1"> <thead> <tr> <th>Release</th> <th>Planned velocity</th> <th>Actual velocity</th> <th>Percentage attained</th> </tr> </thead> <tbody> <tr> <td>4.15</td> <td>126</td> <td>155</td> <td>123%</td> </tr> </tbody> </table>	Release	Planned velocity	Actual velocity	Percentage attained	4.15
Release	Planned velocity	Actual velocity	Percentage attained					
4.15	126	155	123%					

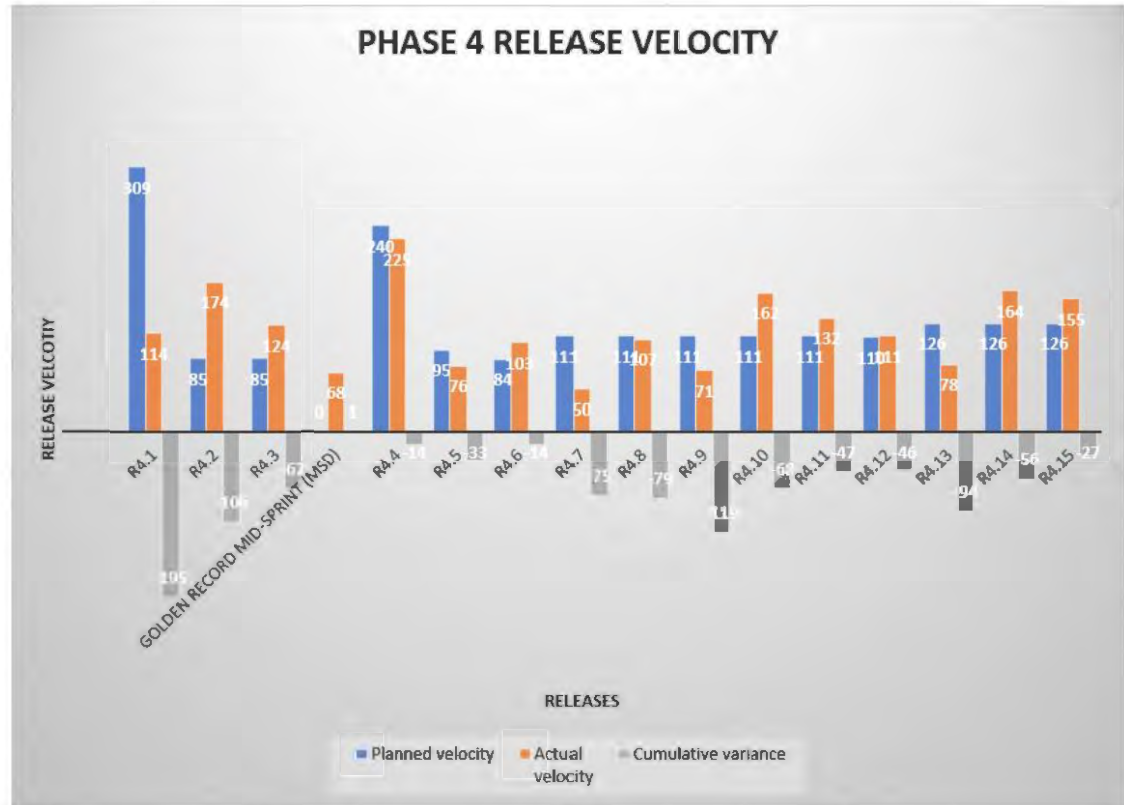


IV&V Findings & Recommendations

Project Performance Metrics

Phase 4 Releases Cumulative Variance

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



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

IV&V Findings & Recommendations

Project Performance Metrics (cont'd.)

Metric	Description	IV&V Observations	IV&V Updates
Defect Metrics	<p>Understand and track the following:</p> <ul style="list-style-type: none"> Defects by category (bug fixes) USPs assigned to defects in a release vs. USPs assigned to planned US in a release 	<p>December – Velocity was estimated at 126 USPs for R4.15, 155 USPs were promoted to production on 12/3/25. 35 of the 155 USPs were for defect fixing.</p> <ul style="list-style-type: none"> •77% of the USPs were associated with user stories and requests. •23% of the total USPs were associated with defects encountered during the release effort or pulled from the defect backlog. 	N/A

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



Appendix A: IV&V Rating Scales

Appendix A

IV&V Rating Scales

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

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

G

The assessment category is under control and the current scope can be delivered within the current schedule.

The assessment category's risks and issues have been identified, and mitigation activities are effective. The overall impact of risk and issues is minimal.

The assessment category is proceeding according to plan (< 30 days late).

Y

The assessment category is under control but also actively addressing resource, schedule or scope challenges that have arisen. There is a clear plan to get back on track.

The assessment category's risk and/or issues have been identified, and further mitigation is required to facilitate forward progress. The known impact of potential risks and known issues are likely to jeopardize the assessment category.

Schedule issues are emerging (> 30 days but < 60 days late).

Project leadership attention is required to ensure the assessment category is under control.

R

The assessment category is not under control as there are serious problems with resources, schedule, or scope. A plan to get back on track is needed.




The assessment category's risks and issues pose significant challenges and require immediate mitigation and/or escalation. The project's ability to complete critical tasks and/or meet the project's objectives is compromised and is preventing the project from progressing forward.

Significant schedule issues exist (> 60 days late). Milestone and task completion dates will need to be re-planned.

Executive management and/or project sponsorship attention is required to bring the assessment category under control.

Appendix A

Finding Criticality Ratings

Criticality Rating	Definition
	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.
	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.
	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.

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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 December 2025 reporting period:

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

Artifacts reviewed during the December 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
5. Reviewed Document Scanning - Technical Design Document
6. Document Scanning – UAT Test Plan.

Eclipse IV&V® Base Standards and Checklists





Appendix C: Project Trends

Appendix C

Project Trends

	March	April	May	June	July	August	September	October	November	December
User Story Validation										
Test Practice Validation										
Sprint Planning										
Release / Deployment Planning										
OJT and KT Sessions										
Targeted KT										
Project Performance Metrics										
Organizational Maturity Metrics										
General Project Management										
Resource Management										
Total Open Findings	10	9	10	10	10	8	7	8	7	6
Issue - high	0	0	0	0	0	0	0	0	0	0
Issue - medium	9	7	7	7	7	4	3	3	3	4
Issue - low	0	0	0	0	0	2	3	3	3	1
Risk - high	0	0	0	0	0	0	0	0	0	0
Risk - medium	1	1	0	0	0	0	0	0	0	0
Risk - low	0	1	1	1	1	1	1	1	1	1
Preliminary Concern	0	0	1	2	2	1	0	1	0	0



Appendix D

Acronyms and Definitions

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



Appendix E

List of Production Defects

ID	Work Item	Division	Title	State	Priority	Severity	Found In	Created Date
41725	Bug	CAMHD	CAMHD - Provider invoices are able to associate "Inactive" progress notes	New	1	2 - High	PROD	12/19/2025 9:23
41506	Bug	DDD	DDD - "SIS Status" in Assessment record not getting updated from Survey Answers	New	1	3 - Medium	PROD	11/20/2025 6:28
41318	Bug	DDD	DDD - Check not parsing fully in INSPIRE	Ready To Test	1	3 - Medium	PROD	10/24/2025 12:51
37733	Bug	DDD	DDD - Incorrect Columns displaying on Provider Plan subgrid (Action Plan tab of ISP)	Evaluated_On Hold	1	3 - Medium	PROD	2/5/2025 7:37
41550	Bug	CAMHD	CAMHD - Creation of Document Location record failed due to long folder name	New	2	2 - High	PROD	12/1/2025 12:49
41498	Bug	DDD	DDD - ISP Cloning Issue	Active	2	2 - High	PROD	11/18/2025 7:29
41601	Bug	Both	BOTH - 835 Parsing timing out	New	2	3 - Medium	PROD	12/9/2025 14:06
41522	Bug	DDD	DDD - Claims Pipeline From MedQuest Failing	New	2	3 - Medium	PROD	11/21/2025 13:00
41400	Bug	CAMHD	CAMHD - Power BI Reports not viewable to all Providers in Provider Portal	Ready for UAT	2	3 - Medium	PROD	11/4/2025 12:44
41185	Bug	CAMHD	CAMHD - 835 records Owner not being set	Completed in QA_Test	2	3 - Medium	PROD	10/3/2025 11:51
40891	Bug	DDD	DDD - Power Automate flow bug - Community Living: Create Document Location	Active	2	3 - Medium	PROD	8/25/2025 10:53
40855	Bug	DDD	DDD - Calculator one-time mid-year change ISP report discrepancy	New	2	3 - Medium	PROD	8/20/2025 7:49
40776	Bug	DDD	DDD - Calculator Objective unchecking problem	Active	2	3 - Medium	PROD	8/6/2025 12:46
37793	Bug	DDD	DDD - ISP Report Generation Issues	New	2	3 - Medium	PROD	2/10/2025 12:06
36383	Bug	DDD	DDD - Calculator problem with paid base and add on	New	2	3 - Medium	PROD	9/26/2024 12:19
35450	Bug	DDD	DDD - Calculator not printing correctly	Approved	2	3 - Medium	PROD	7/26/2024 11:36
35317	Bug	DDD	DDD - Plan Services with no Provider Plan	Active	2	3 - Medium	PROD	6/24/2024 12:06
34238	Bug	CAMHD	CAMHD - Assessment Entity Initial Save Time - IMHE	Evaluated_On Hold	2	3 - Medium	Prod	8/17/2023 5:33
34110	Bug	DDD	Bug - Individual Budget unlinking from Service Authorizations	New	2	3 - Medium	PROD	7/27/2023 18:40
30726	Bug	DDD	Portal signature fields do not accept touchscreen input	Evaluated_On Hold	2	3 - Medium	PROD	9/17/2021 12:07
34242	Bug	DDD	Bug - Case Merge - Contact Notes not merging; Permissions error	New	3	3 - Medium	PROD	8/17/2023 11:44
33841	Bug	DDD	DDD - Calculator 3.0 - Users able to schedule service past ISP end date again	Approved	3	3 - Medium	PROD	5/17/2023 11:22
33550	Bug	CAMHD	Bug: "Progress Notes Associated to Invoices" page not loading	New	3	3 - Medium	PROD	3/31/2023 20:11
30634	Bug	CAMHD	CAMHD Bug - Credentialing documents not copied into PROD during Data Migration	Completed in QA_Test	3	3 - Medium	PROD	2/16/2021 17:45





Solutions that Matter