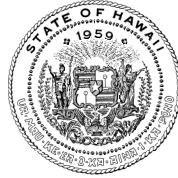


JOSH GREEN, M.D.  
GOVERNOR  
KE KIA'ĀINA



DEPT. COMPTROLLER 65  
KEITH A. REGAN  
COMPTROLLER  
KA LUNA HO'OMALU HANA LAULĀ

CHRISTINE M. SAKUDA  
CHIEF INFORMATION OFFICER  
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

December 1, 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 ADAD INSPIRE-PLUS Case Management Solution Project.

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

Sincerely,

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

Attachments (2)



# State of Hawaii Department of Health INSPIRE-Plus Project

## Monthly IV&V Report August 2025

- Work Product 5: IV&V Report
- Work Product 7: Risk Identification Report
- Work Product 10: Status Report



# Executive Summary – August 2025



## Major activities in August:

- Iteration 5 completed and the “show and tell” presentation of major functionality developed was done on August 25, 2025.
- Data Migration Validation completed; some bugs are still being resolved, and overall, it went very well.
- User Acceptance Testing (UAT) began on August 25, 2025, continues daily through September 15, and thus far is progressing well.
- RSM was on-site for the start of Data Validation and UAT, which was helpful to get participants comfortable with their responsibilities.

*(Continued on next slide)*

# Executive Summary – August 2025 - continued



- Risk #202505-02, documented by IV&V in July, was reduced to “very low” because a plan is in place between RSM and ADAD to begin Phase 2 backlog grooming during September. (Slide 16)
- Preliminary Concerns: (Slides 13-15)
  - One (1) new, Priority 1 regarding User Provisioning delays; expect this to be addressed before Training begins.
  - One (1) Priority 2 was closed, because no delays have been seen after the resource change identified in July.
  - One (1) Priority 2 was reduced to Priority 3, for a total of two (2) Priority 3 concerns, neither of which will affect the Phase 1 Go-Live

P1:	1
P2:	1
P3:	2



# INSPIRE-Plus Project Health / Performance (WP 5)



## Assessment of Project Overall

June 2025	July 2025	August 2025

## Project Areas / Task Groups

	June 2025	July 2025	August 2025
Project Management			
Budget			
Schedule / Milestones			
Scope			
Requirements			
Staffing			



# INSPIRE-Plus Project Health / Performance (WP 5)

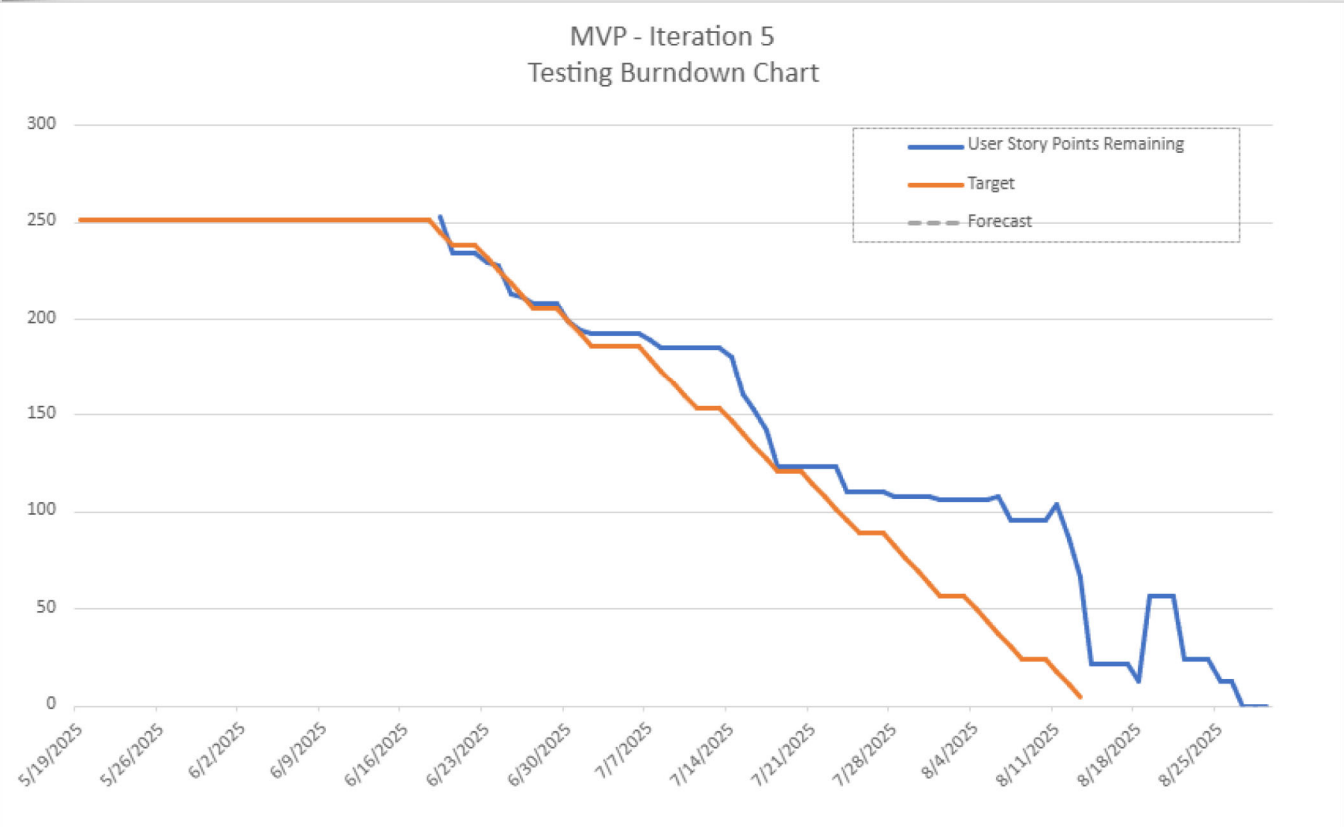
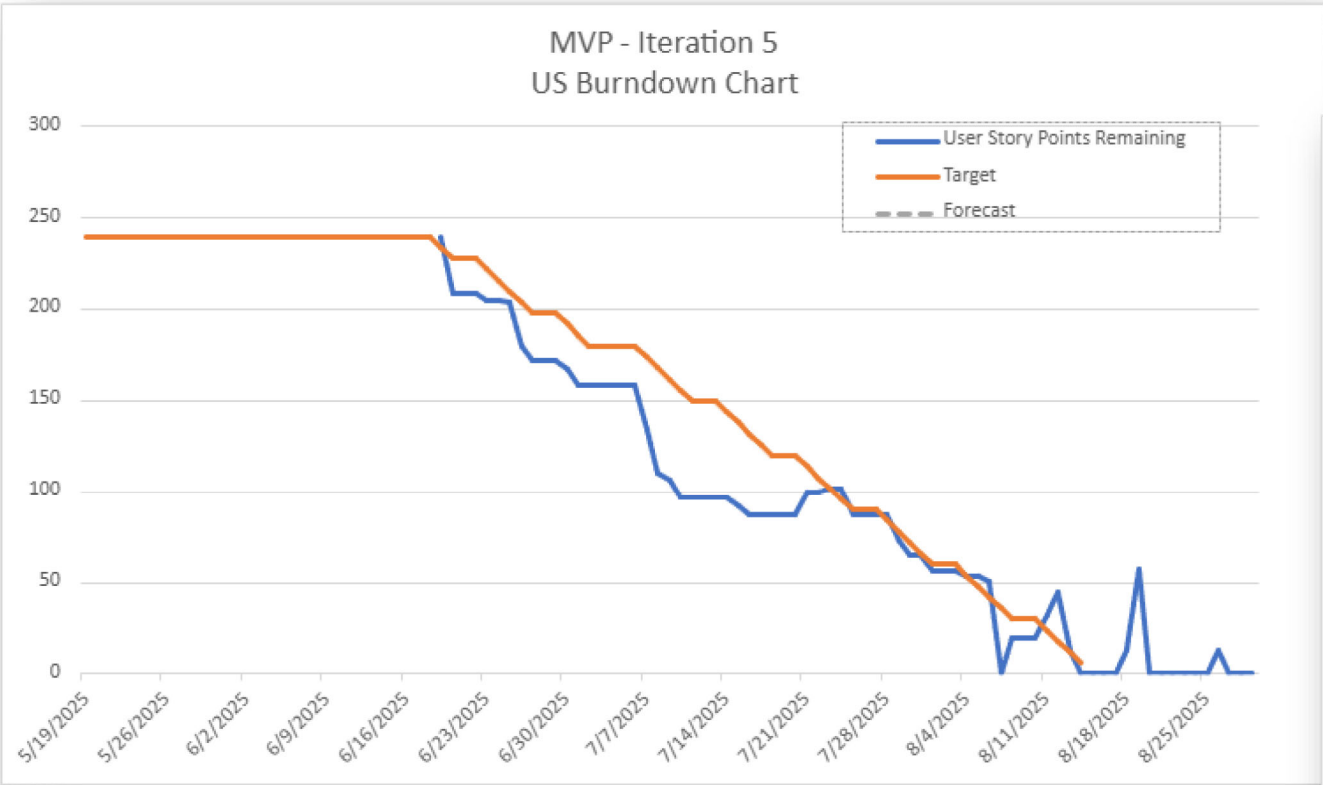


## Project Areas / Task Groups (continued)

	June 2025	July 2025	August 2025
Design			
Configuration & Development			
Testing			
Interfaces & Data Conversion			
Integration			
Solution Deployment			

# INSPIRE-Plus User Story Points Burndown Charts

as of 8/29/2025

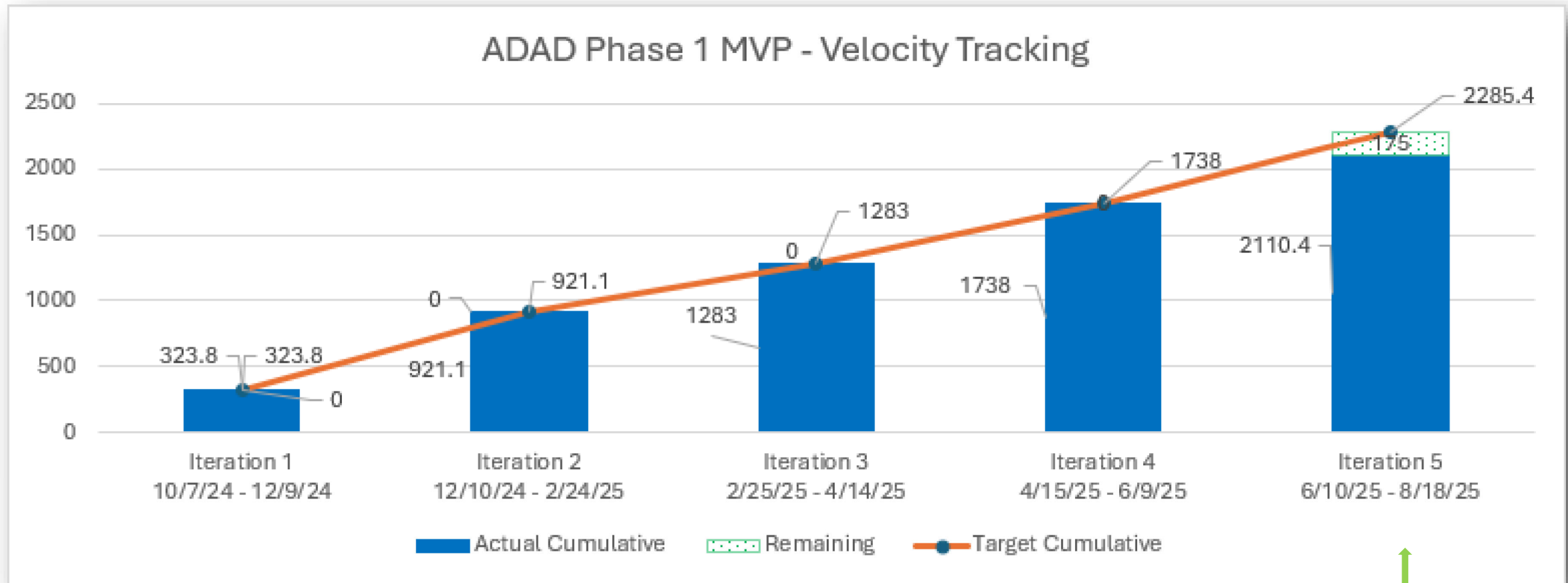


Graphics Courtesy of RSM



# INSPIRE-Plus User Story Points

8/29/2025



Committed USP for Phase 1 MVP were 2179.

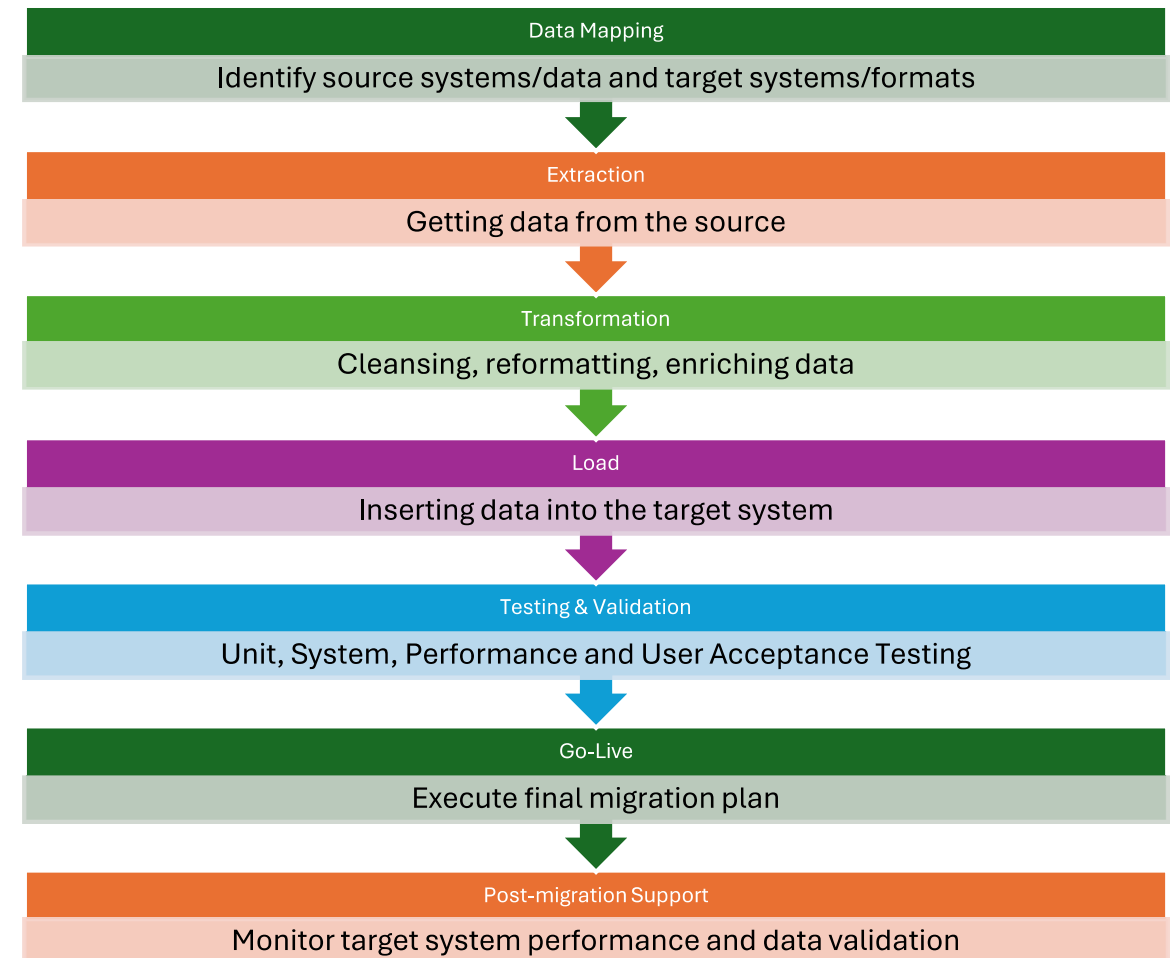




# INSPIRE-Plus Data Conversion and Migration Process

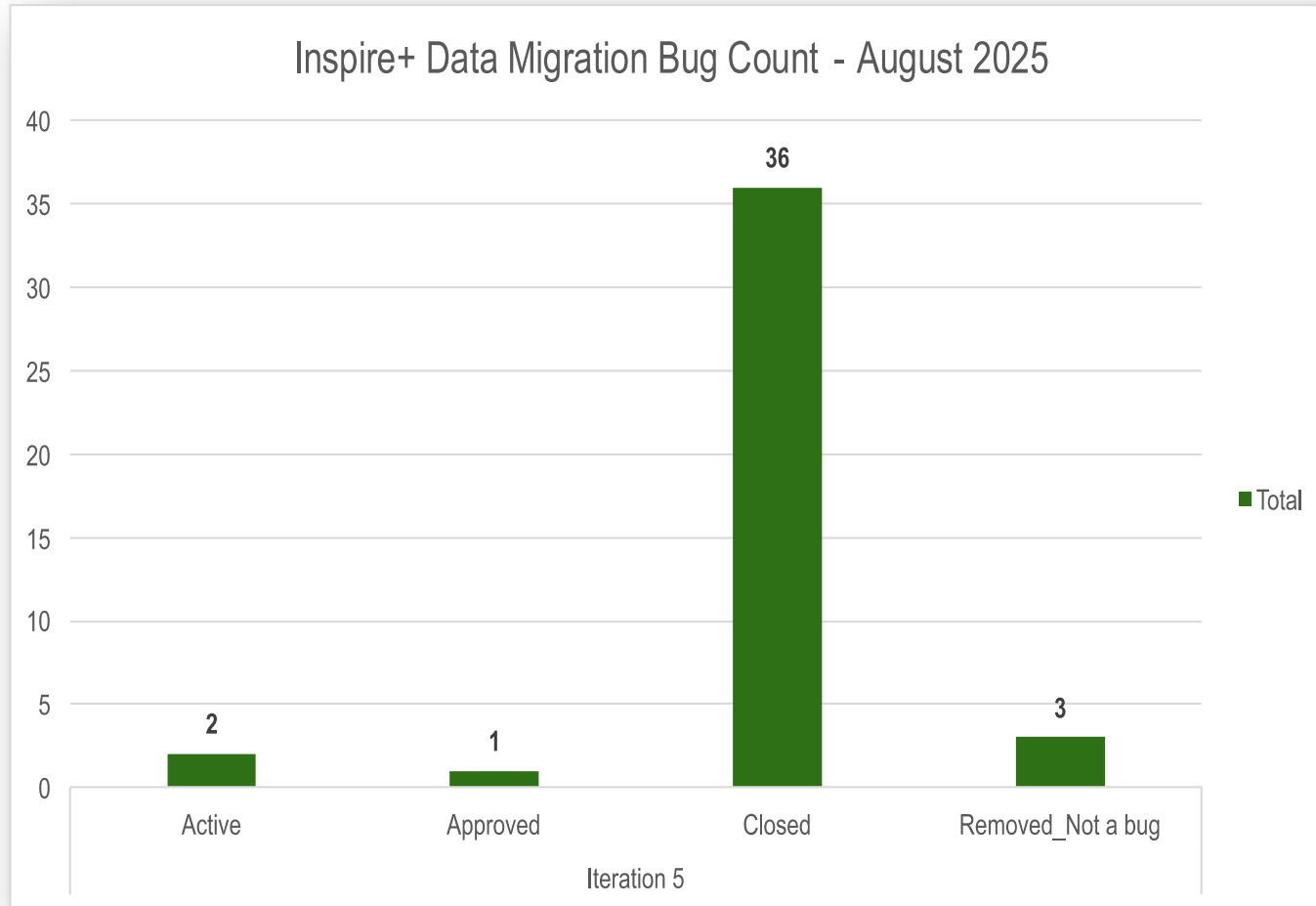


- Completed final rounds of data validation.
  - Data validation for prevention is complete.
  - One major bug was found during the second data validation session relating to fiscal invoice data.
  - Minor issues remain for Treatment data.
- Issues will not affect the go-live date



# INSPIRE-Plus Data Migration Bug Count

as of 8/31/25

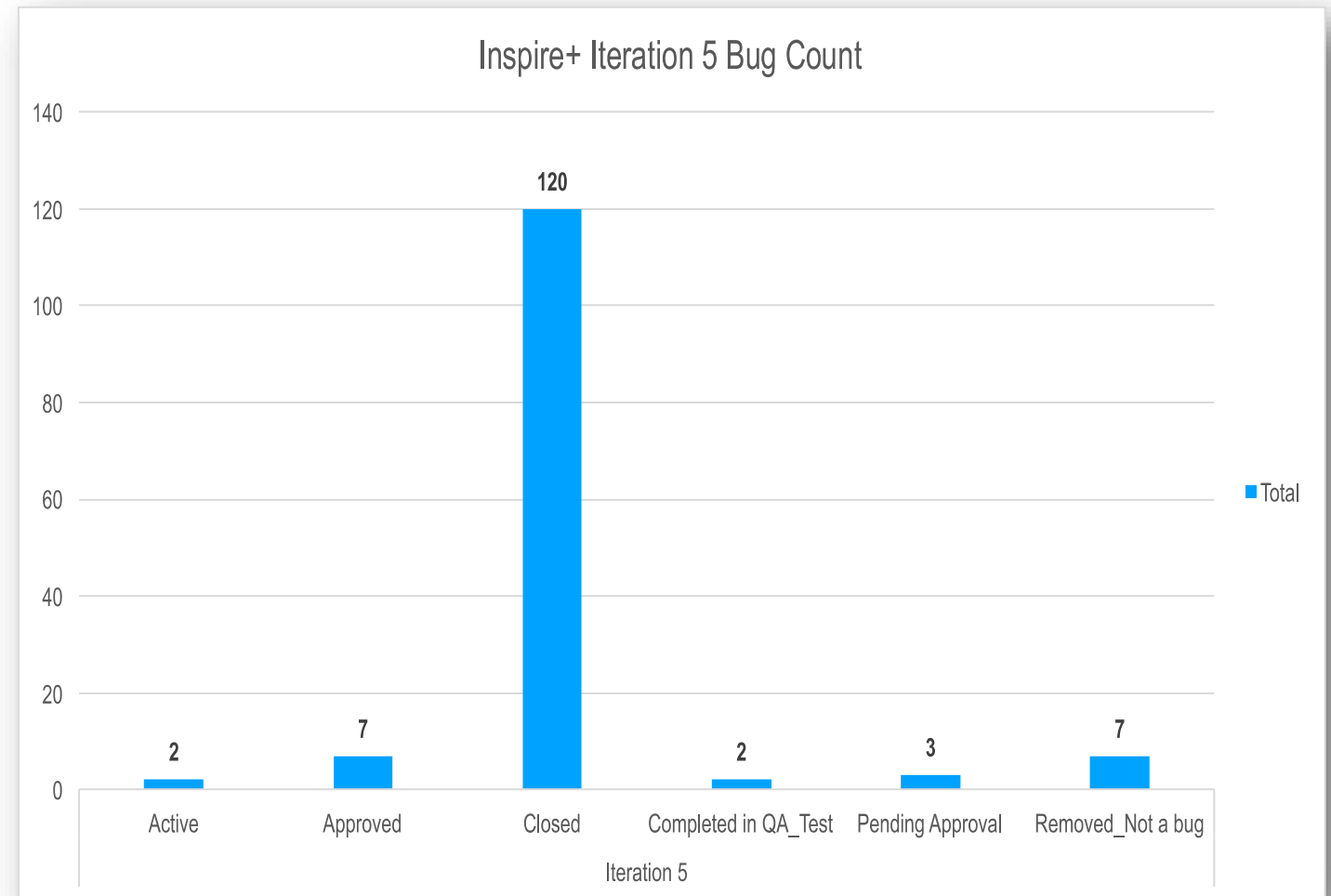


- The resolution of the bugs is going well with no impact to go-live.

# INSPIRE-Plus Project Bug Count



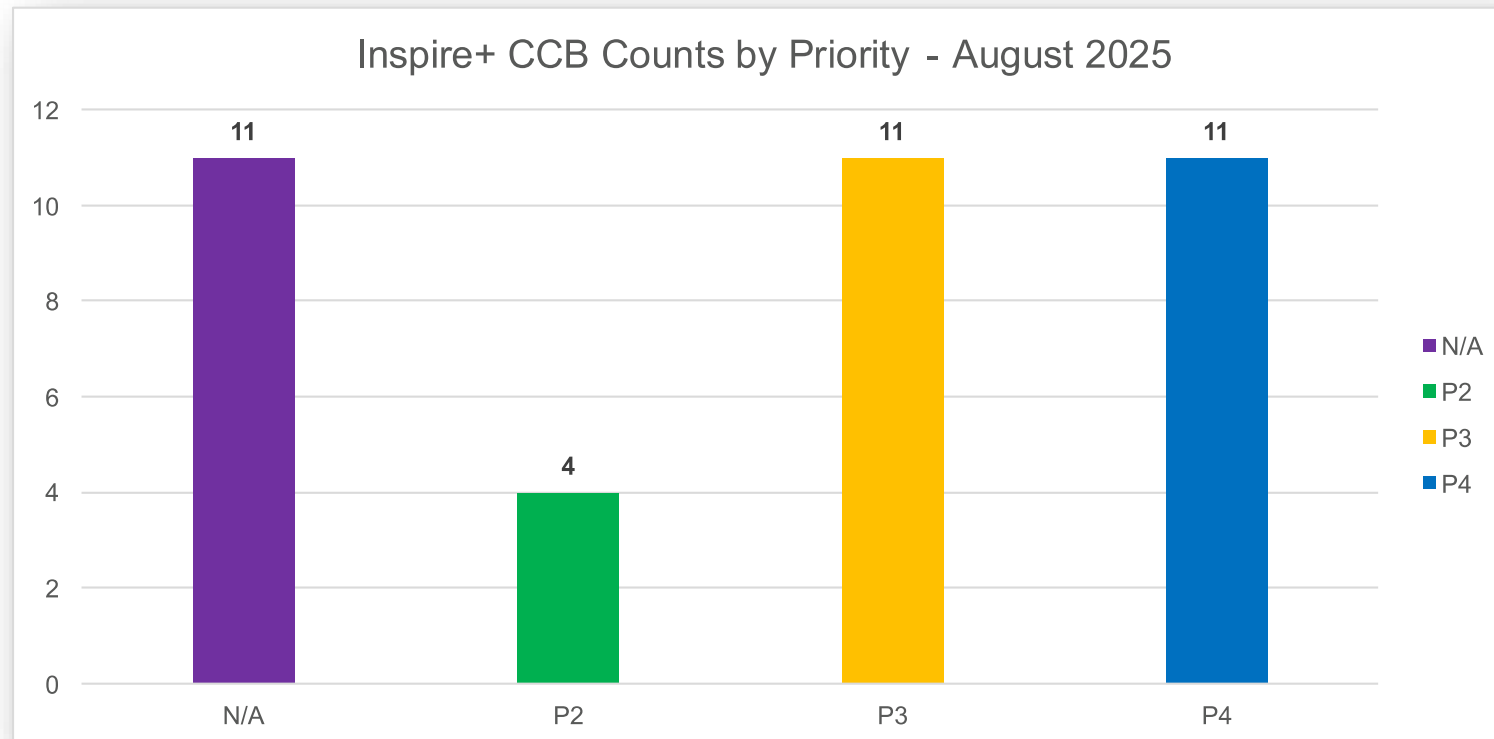
- The monthly bug tracking chart reflects the status of bug management across several iterations, totaling 340 identified items.
- Iteration 5 had 141 bugs
  - 42 were data migration related
- No indication of any recurring bugs.





# INSPIRE-Plus Change Requests

as of 8/31/2025



- CCB review is pending for four new Priority 2 requests logged this month.
- Hard code freeze effective 9/22/25 after UAT.
- Priority 3 and 4 have not been estimated
- N/A = not yet prioritized

# Monthly IV&V Report: New Findings & Major Updates (WP 5) - August 2025

Priority 1 and 2 only



No.	Type	Category	Date: Title. Description	Priority	Source	Significance	Recommendation
202508-01	Preliminary Concern	Schedule	<b>8/22/25:</b> It was taking longer than expected for User Provisioning, and the key resource has time off scheduled the last week of August. He reported that it would potentially not be complete by the start of Training (Sept. 22).	1	RSM Bi-weekly Issues Meeting	User Provisioning must be complete before Training can start. Training has been scheduled, including travel for RSM resources to be on-site, so missing the start date would be expensive, impact client schedules, and potentially impact the Go-Live date.	Check progress frequently, and if possible, assign additional resources. ✓ ADAD reported that they have assigned 3 additional resources who will begin while the primary resource is on vacation. ✓ IV&V will continue to monitor progress.

# Monthly IV&V Report: New Findings & Major Updates (WP 5) - August 2025

Priority 1 and 2 only



No.	Type	Category	Date: Title. Description	Priority	Source	Significance	Recommendation
20250501	Preliminary Concern	User Adoption	<p><b>8/25/25:</b> Per ADAD, all SOPs are created and approved, except one (1) that DOH requested from IV&amp;V in late August 2025. is awaiting information from IV&amp;V before it will be final.</p> <p>Additional procedure documentation is reliant on the training materials being complete, as they will be part of the desk processes for ADAD staff. IV&amp;V continues to monitor progress and has reduced the priority of this finding as progress is ongoing.</p> <p><b>7/25/25:</b> Some SOPs are in progress. IV&amp;V will follow up to ensure ADAD makes use of the training materials to update/create needed SOPs.</p> <p><b>6/27/25:</b> User Provisioning SOP in progress.</p> <p><b>5/30/25:</b> Update/Create Standard Operating Procedures.</p> <p>RSM noted that new or updated SOPs must be created in time for Go-Live to incorporate INSPIRE+ system use.</p>	<div>2</div>	IV&V Meeting with RSM	Prior to cut-over end user training will occur. The new SOPs will be related to the training and will also be needed for new staff after the system is in production.	<p>Ensure SOP activities are included in ADAD’s schedule, so the deadline is not missed.</p> <ul style="list-style-type: none"><li>✓ IV&amp;V has recommended determining the complete list of required SOPs needing to be created or updated for the INSPIRE+ system, and is monitoring progress. (8/29/25)</li><li>✓ ADAD responded that they have begun working on this activity and once access to the UST environment is available, they will be able to complete the SOPs.</li></ul>



# Monthly IV&V Report: New Findings & Major Updates (WP 5) - August 2025

Priority 1 and 2 only

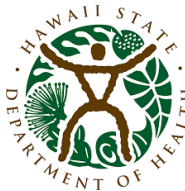


No.	Type	Category	Date: Title. Description	Priority	Source	Significance	Recommendation
202507-01	Preliminary Concern	Project Management: Resources	<p><b>8/29/25:</b> This concern has been “<b>Withdrawn</b>” because no delays have been encountered after this resource change, and the ADAD team has made the transition very successfully.</p> <p><b>7/25/25:</b> The ADAD PM resource who has been the primary point of contact for the project was taken off the project to focus on another project. The replacement is new to both ADAD and the project, so significant historical knowledge has been lost. There is a risk that information and/or decisions may be delayed, endangering the schedule.</p> <p><b>8/6/25:</b> No delays have been seen to date.</p>	N/A	ADAD	The replacement resource is new to both ADAD and the project, and so significant historical knowledge has been lost. The ADAD Product Owner's availability is stretched and so there is a possibility that information / decisions may be delayed, endangering the schedule.	IV&V recommends that the RSM team be very clear about deadlines when information or decisions are needed. IV&V also recommends that the ADAD Product Owner prioritize attendance at all project meetings to ensure delays are not introduced due to resource constraints.



# Monthly IV&V Risk Identification Report (WP 7) - August 2025

## Newly Identified Risks and/or Issues and Major Updates



Number	Date Identified	Risk or Issue	Brief Description	Risk Rating	Mitigation & Progress
202505-02	5/30/25	Risk	Backlog grooming & prioritization needed for Phase 2 development work. User Stories / Requirements that are not part of MVP (Phase 1 implementation) need to be prioritized so that RSM can begin development work once Iteration 5 is complete.	Probability: 1 Impact: 2 Exposure: 1*2 = 2 <b>Very Low</b>	<p>Ensure this is included in ADAD's schedule so the deadline is not missed.</p> <ul style="list-style-type: none"><li>✓ RSM noted that a Prioritization field was created in ADO during the INSPIRE project for this purpose.</li><li>✓ ADAD responded that as User Stories were moved out of MVP they were prioritized at a high level. The 6/6/25 Soft Freeze will free up resources to work on this activity.</li></ul> <p><b>8/22/25:</b> Reduced Probability and Impact after conversation with RSM, who reports that there is plenty of work for the developers to do so no one is "sitting around waiting for work." Also, RSM has a plan in place to provide (by end of Sept) ADAD with a list of recommended US to work on in Phase 2 which will relieve the burden on ADAD to identify the next batch of work.</p> <p><b>7/25/25:</b> IV&amp;V is not aware of any progress being made on this and has raised it to a RISK. While it will not impact Phase 1 development or Go-Live date, it potentially risks the RSM developers not being able to begin Phase 2 development as soon as they are able.</p>

# Monthly IV&V Risk Identification Report (WP 7) - August 2025

Decisions and Action Items from Monthly Risk Management Meetings



Date	Decision	Project Area	Approved By

Date	Action Item	Owner	Due Date
N/A	N/A	N/A	N/A

*TMS is participating in the Bi-weekly Issues meeting facilitated by the SI vendor; no additional Risk Management meetings are deemed necessary at this point in the project. Any decisions or action items for IV&V-identified risks would be included here.*

# Monthly IV&V Status Report (WP 10) - August 2025



Meetings Attended / SI Activities Observed	Date(s)
ADAD Daily Scrum	8/1, 8/4, 8/5, 8/6, 8/8, 8/11, 8/12, 8/13, 8/15, 8/18, 8/19, 8/20, 8/22, 8/26, 8/27, 8/29
ADAD Twice Weekly Issues Meeting	8/4, 8/6, 8/11, 8/14, 8/18, 8/20, 8/27
ADAD Weekly Program Status Meeting	8/5, 8/12, 8/19, 8/26
BHA IT Solution Projects Steering Committee Meeting	8/12
Project Alaka'I – OCM Recurring Touchpoints	8/5
System Administrator Activities: User Access & Auditing	8/4
INSPIRE+ Data Migration Validation sessions	8/7, 8/8, 8/11, 8/20
ADAD Go Live Readiness Assessment (GLRA) 1 Dress Rehearsal	8/12
UAT Kick-off Meeting	8/18
ADAD GLRA 1	8/18
Discuss R-8: Provider Invoice Amounts not matching between environments	8/21
RSM Project Director & IV&V Project Manager meeting	8/22
INSPIRE+ Iteration 5 Demo	8/25
UAT Sessions	8/25, 8/26, 8/27, 8/28, 8/29



# Monthly IV&V Status Report (WP 10) - August 2025

## RSM Artifact Reviews by IV&V (WP-9)



RSM Artifact Name	Date Reviewed
ADAD Burndown and Testing Logs <i>(in and after Daily Scrum meetings)</i>	
Risks, Issues, Assumptions, Decisions (RAID) Log <i>(in and after Twice-weekly Issues meetings)</i>	
ADAD – Weekly Status Reports <i>(in and after Weekly Status meetings)</i>	
OCM Materials: All Impacted Employee Announcement Project Alaka’I Online Project Site	8/4/25 8/4/25
D27: Training Plan	8/19/25
D22: User Acceptance Test (UAT) Plan	8/29/25
D-Additional 5: Iteration 5 Demo Presentation Slides	8/25/25
D-Additional 6: Iteration 5 delivered User Stories	8/25/25
I5 User Stories to Bugs	8/25/25
US to TC for I5	8/25/25
Full Backlog after I5	8/25/25



# Monthly IV&V Status Report (WP 10) - August 2025

## Planned Activities and Deliverable Reviews for September



Description	Planned Start	Comments
Observe ADAD Daily Scrums	9/2/25	IV&V attends as available; reviews documentation
Attend ADAD Twice Weekly Issues Meetings	9/3/25	IV&V attends as available; reviews documentation
Attend ADAD Weekly Program Status Meetings	9/2/25	IV&V attends all; reviews documentation
Attend Project Alaka'i – OCM Recurring Meetings	9/2/25	Bi-Weekly Meeting
Attend Steering Committee Meeting	9/5/25	Present Monthly IV&V Reports
Continue Observing UAT sessions	9/2/25	Scheduled daily through 9/15/2025
Finalize and Submit Transition Readiness Assessment Report for Iteration 5 (IV&V Work Product #3)	8/27/25	Drafted in August; submit by 9/4/25
Attend NOMS Admission /Discharge Data Export discussion	9/3/25	
Review RSM Deliverables and submit feedback	9/2/25	D21: Solution Test Documentation & Results Report – due 9/2/25 D28: Training Materials – due 9/1/25
Attend Iteration 5 Demo Survey Results discussion	9/10/25	
Attend Training Kick-off meeting	9/12/25	
Attend Go-Live Readiness Assessment (GLRA) #2	9/24/25	
RSM Project Director & IV&V Project Manager meeting	9/26/25	
Attend other project meetings as appropriate	9/2/25	

# INSPIRE-Plus Project Health / Performance Trend (WP 5)



Project Health Trend	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Assessment of Project Overall	●	●	●	●	●	●	●	●	●	●	●
Project Areas / Task Groups	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Project Management	●	●	●	●	●	●	●	●	●	●	●
Budget	◆	◆	◆	◆	◆	◆	◆	●	●	●	●
Schedule / Milestones	●	●	●	●	●	▲	▲	▲	●	●	●
Scope	●	●	●	●	●	●	●	●	●	●	●
Requirements	●	●	●	●	●	●	●	●	●	●	●
Staffing	●	●	●	●	●	●	●	●	●	●	●
Design	●	●	●	●	●	●	●	●	●	●	●
Configuration & Development	●	●	●	●	●	●	●	●	●	●	●
Testing	●	●	●	●	●	●	●	●	●	●	●
Interfaces & Data Conversion	◆	◆	◆	◆	●	●	●	●	●	●	●
Integration	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Solution Deployment	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Total Open Findings	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Preliminary Concerns	2	2	1	1	1	2	1	2	1	4	4
Risk - Low	0	1	0	1	0	0	0	0	0	0	1
Risk - Medium	0	0	0	0	1	0	0	0	0	1	0
Risk - High	0	0	0	0	0	0	0	0	0	0	0
Issue - Low	0	0	0	0	0	0	0	0	0	0	0
Issue - Medium	0	0	0	0	0	0	0	0	0	0	0
Issue - High	0	0	0	0	0	0	0	0	0	0	0

# Ratings Definitions




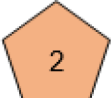

## Risks

	Impact <i>How severe would the outcomes be if the risk occurred?</i>				
	Insignificant 1	Minor 2	Significant 3	Major 4	Severe 5
Probability <i>What is the likelihood the risk will happen?</i>	5 Almost Certain	Medium 5	High 10	Very high 15	Extreme 20
	4 Likely	Medium 4	Medium 8	High 12	Very high 16
	3 Moderate	Low 3	Medium 6	Medium 9	High 12
	2 Unlikely	Very low 2	Low 4	Medium 6	Medium 8
	1 Rare	Very low 1	Very low 2	Low 3	Medium 4







# Ratings Definitions

## IV&V Findings

Indicator	Priority	Description	Criteria
	Priority 1	Concerns and Observations ranked as Priority 1 are those that IV&V expects will yield <b>significant</b> opportunities for improvement or corrective action for the HANA project.	Critical that the Project resolve immediately and that pose a <b>significant</b> threat or impact to the project.
	Priority 2	Concerns and Observations ranked as Priority 2 are those that IV&V expects will yield <b>moderate</b> opportunities for improvement or corrective action for the HANA project.	Essential that the Project resolve as soon as possible and that pose a <b>moderate</b> threat or impact to the project.
	Priority 3	Concerns and Observations ranked as Priority 3 are those that IV&V expects will yield <b>minor</b> opportunities for improvement or corrective action for the HANA project and are focused primarily on conforming to existing standards or processes.	Important that the Project resolve within a reasonable timeframe, given other project priorities, and that pose a <b>minor or limited</b> threat or impact to the project.

## Task Group Measurement Criteria

Legend for Task Group Assessment							
	<p><b>Satisfactory</b> – No corrective actions necessary.</p> <p>All life cycle activities conform to requirements.</p> <p>Standards, practices and conventions are satisfactory.</p> <p>Risks or issues may exist and contain appropriate mitigation or resolution steps and the project is adequately addressing them.</p> <p>The current risk to the project and software quality is <b>low</b>.</p>		<p><b>Caution</b> – There may be a need for corrective action now or quite soon.</p> <p>Some life cycle activities are not in alignment with requirements.</p> <p>Standards, practices and conventions may require process improvement to achieve desired outcomes.</p> <p>Risks or issues are often <u>not identified</u> or contain stale mitigation or resolution steps.</p> <p>The current risk to the project and software quality is <b>moderate</b>.</p>		<p><b>Critical</b> – Escalated for immediate action.</p> <p>Many life cycle activities are not in alignment with requirements.</p> <p>Many standards, practices and conventions require corrective action to achieve desired outcomes.</p> <p>Risk mitigation is not <u>effective</u> or issue resolution is not timely. Critical processes are not effective and are resulting in delays or rework.</p> <p>The current risk to the project and software quality is <b>significant</b>.</p>		<p>Not enough data is available to <u>make a determination</u> about project health.</p>



# INSPIRE-Plus Development Progress - Legend

For the *Heat Map* on earlier slide



BLUE	<ul style="list-style-type: none"><li>Blue: Development and testing function complete</li></ul>
GREEN	<ul style="list-style-type: none"><li>Green: Requirements are known with no new requests identified as a Priority 1. No open significant issues (i.e., no Severity 1 or 2 defects). Development and testing not yet complete, but on schedule.</li></ul>
YELLOW	<ul style="list-style-type: none"><li>Yellow: Requirements are known with at least one new request identified as a priority 1 OR there is at least one open significant issue (i.e., Severity 1 or 2 defect). Development and testing risk is medium or low.</li></ul>
RED	<ul style="list-style-type: none"><li>Red: Requirements are unclear or unknown, with at east one new request identified as a Priority 1 that requires further discovery OR here is more than one significant issue (i.e., Severity 1 or 2 defect). Development and testing timeline risk is high.</li></ul>

# INSPIRE-Plus Change Control Board (CCB)



## Change Request Priority Levels

P1	Critical application functionality
P2	Important application functionality
P3	Increased Efficiency application functionality
P4	Nice-to-Have application functionality



# INSPIRE-Plus Project Summary



TMS is providing IV&V services to the State of Hawaii Department of Health, Alcohol and Drug Abuse Division (ADAD) for the Behavioral Health Administration's (BHA) Information Technology Solution Project (INSPIRE-Plus) to meet State and Federal requirements. IV&V is for all of the Design, Development & Implementation (DDI) phase of the INSPIRE-Plus solution for the ADAD.

The associated prior INSPIRE Project was designed to replace the legacy databases and information systems of the Developmental Disabilities Division (DDD) and the Child and Adolescent Mental Health Division (CAMHD). This INSPIRE-Plus Project is intended to replace the legacy databases and information systems of the ADAD.

The Solution is planned to deliver seamless and transparent care information via shared technology solutions and secure data sharing. Striving to implement an integrated service delivery approach, the Solution will encompass program eligibility and enrollment; case processing; service delivery; and healthcare services payment processing, with a foundation of data sharing and analysis for efficient, metrics-driven quality care across programs.

This Project has two Phases or Increments. Phase 1 has 5 Iterations (sprints) for verification and validation. The Solution will be implemented after Phase 1, with functionality added to in Phase 2.



Mahalo Nui



TECHNOLOGY MANAGEMENT SOLUTIONS