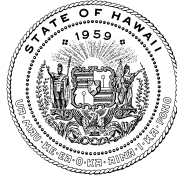


JOSH GREEN, M.D.
GOVERNOR
KE KIA'ĀINA



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 LAWELAWÉ LAULĀ
OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | KE'ENA HO'OLANA 'ENEHANA
P.O. BOX 119, HONOLULU, HAWAII 96810-0119

August 29, 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,

A handwritten signature in blue ink, appearing to read "CSakuda".

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 July 2025

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

Executive Summary – July 2025



Major activities in July:

- Iteration 5 development is on schedule for completion August 18.
- Data Migration Validation began, and bugs were captured; more details on Slides 11 and 12.
- RSM provided additional visuals to aid in tracking critical activities and the schedule; examples on Slides 9 and 10.
- User Acceptance Testing (UAT) planning began; the schedule was drafted, and ADAD began identifying participants.
- The Training Plan draft was reviewed, including the draft schedule; ADAD is identifying the participants for the various sessions.

(Continued on next slide)

Executive Summary – July 2025 - continued



- Risk documented by IV&V:
 - Preliminary Concern (202505-02), regarding identification of Phase 2 development work, was raised to a Risk, because the final Iteration in Phase 1 ends 8/18/25, and RSM needs to be able to assign prioritized work to their development team to efficiently utilize resources. (See Slide 18)
- Preliminary Concerns (Slides 15-17):
 - One (1) was closed
 - Two (2) Priority 2 are open (one (1) is new)
 - One (1) Priority 3 is open (not affecting Phase 1)

✓ The project health remains **Satisfactory / Green** overall for July.

INSPIRE-Plus Project Health / Performance (WP 5)



Assessment of Project Overall

May 2025	June 2025	July 2025

Project Areas / Task Groups

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

INSPIRE-Plus Project Health / Performance (WP 5)

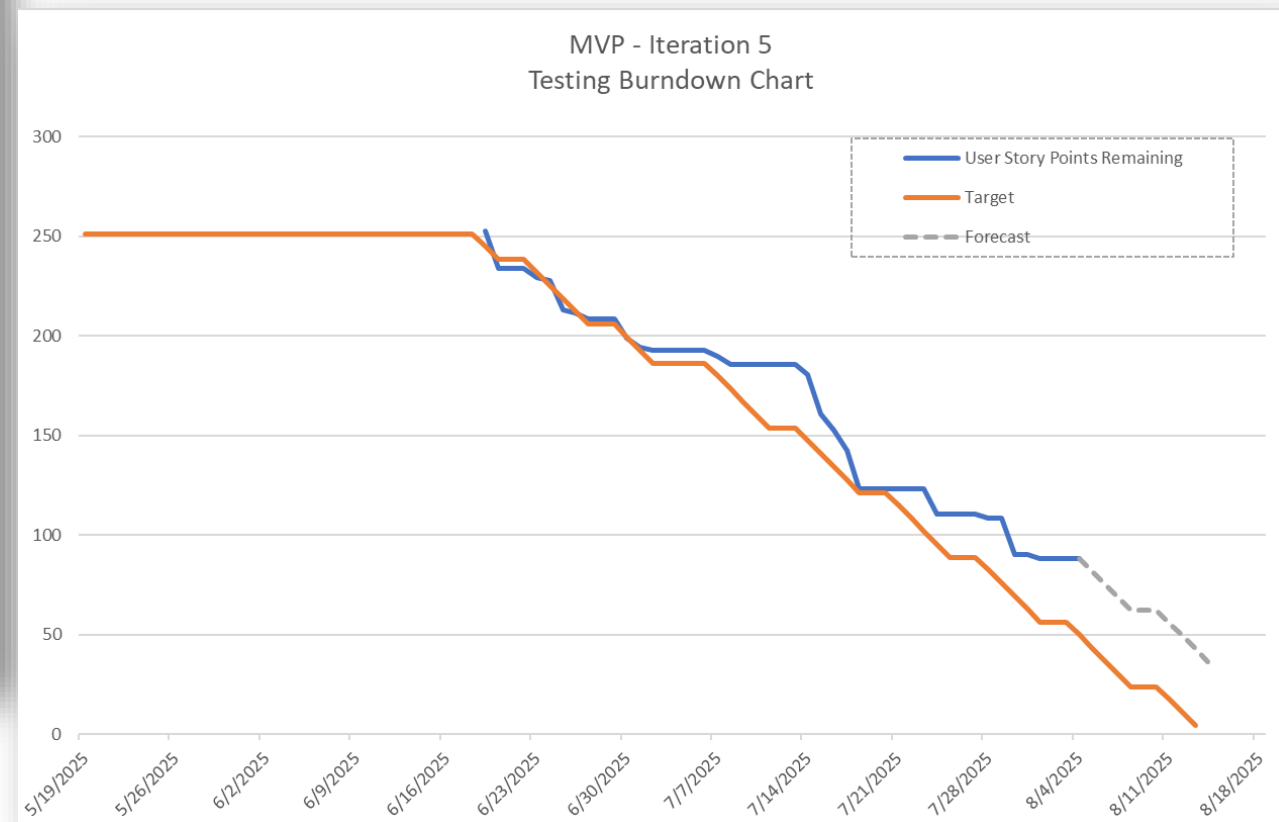
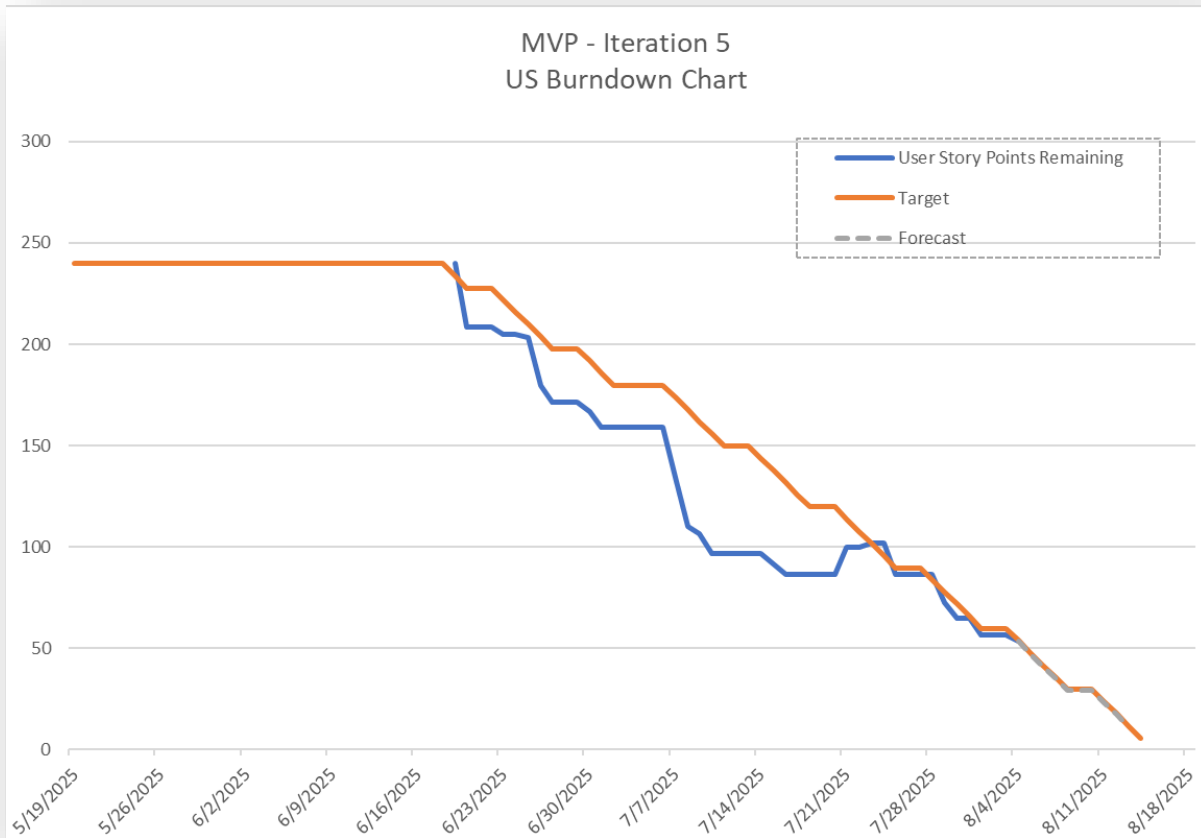


Project Areas / Task Groups (continued)

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

INSPIRE-Plus User Story Points Burndown Charts

8/4/2025



Graphics Courtesy of RSM

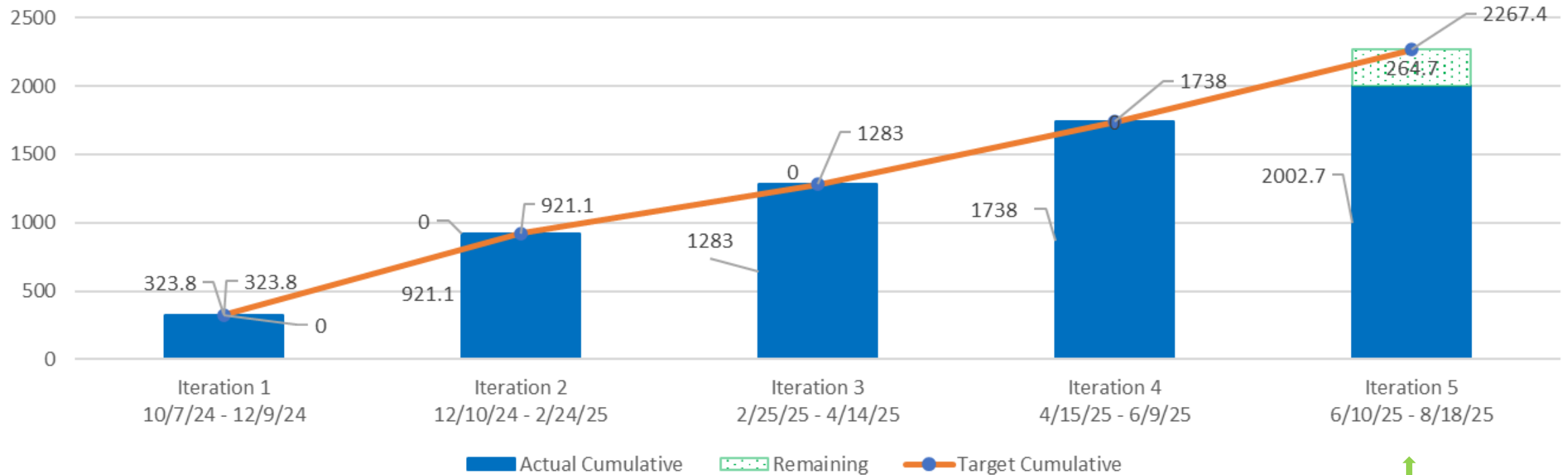


INSPIRE-Plus User Story Points

8/1/2025



ADAD Phase 1 MVP - Velocity Tracking



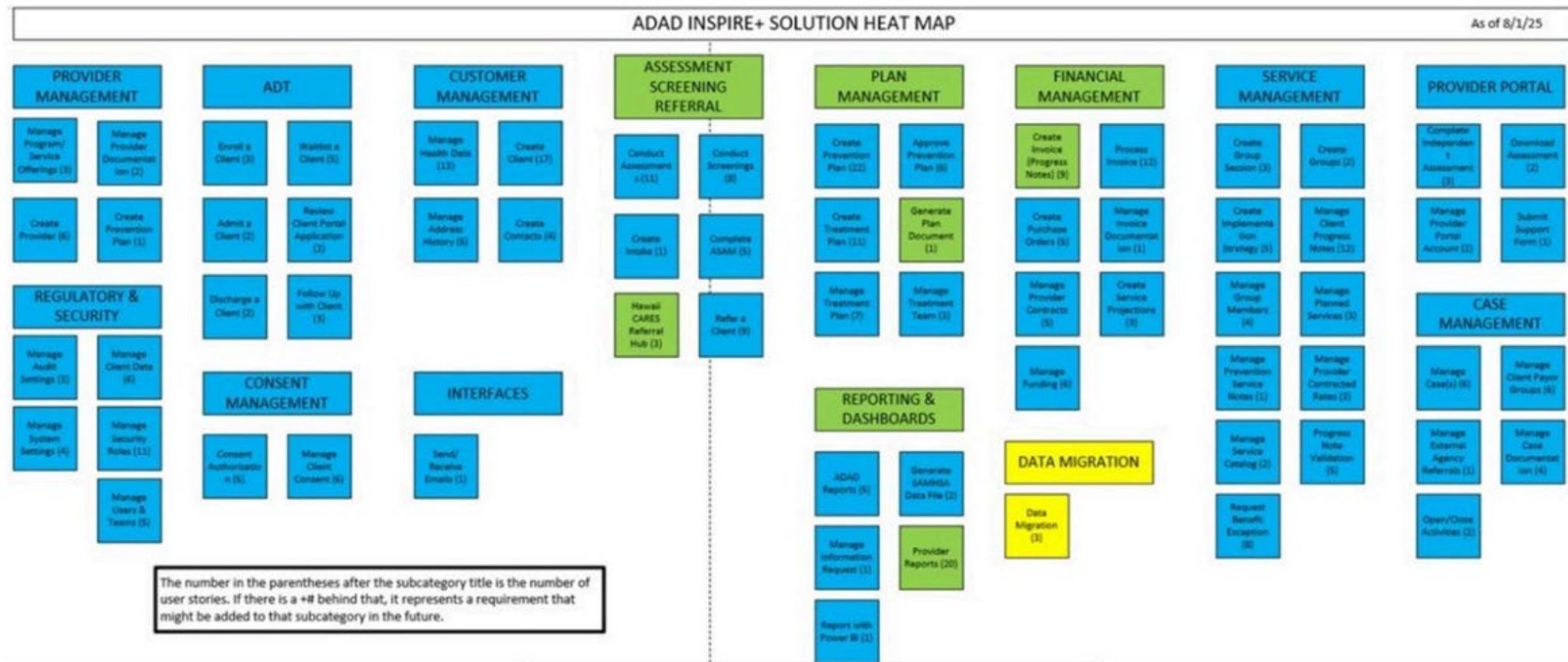
Committed USP for Phase 1 MVP were 2179.

INSPIRE-Plus Development Progress

8/1/2025

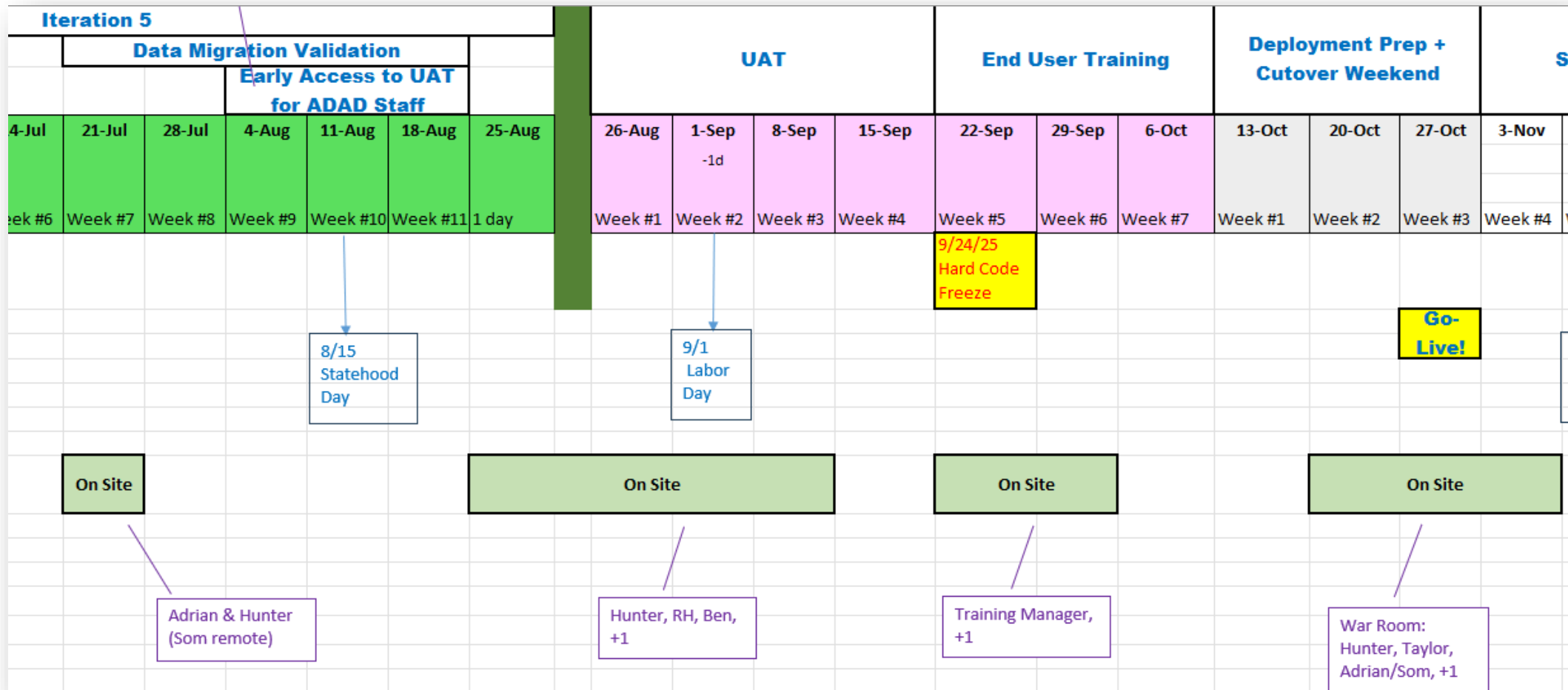


- Heat map - all areas to be **Blue** at Go-Live (Legend on Slide 26)



INSPIRE-Plus High-Level Gantt Schedule View

8/1/2025 - A quick visual of activities scheduled up through Go-Live

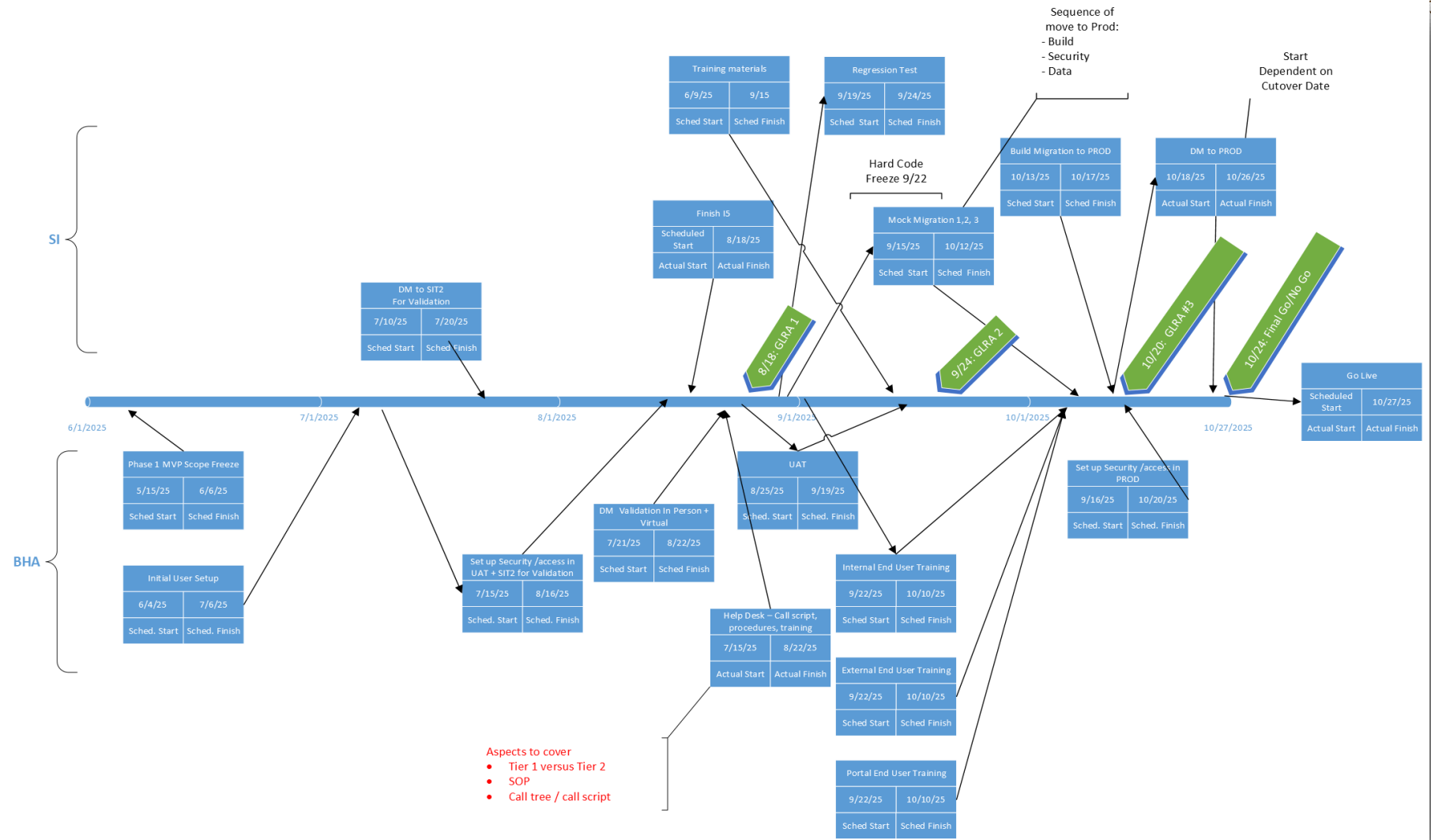


Graphics Courtesy of RSM

INSPIRE-Plus Critical Activities PERT Chart

8/1/2025

- This chart, prepared by RSM, gives a quick view of the critical activities on the project, with the top of the line being RSM's responsibilities and below the line BHA's responsibilities.
- The **green** arrows indicate when the Go-Live Readiness Assessments will occur, to determine whether the project is on schedule to meet the planned implementation date of 10/27/25.

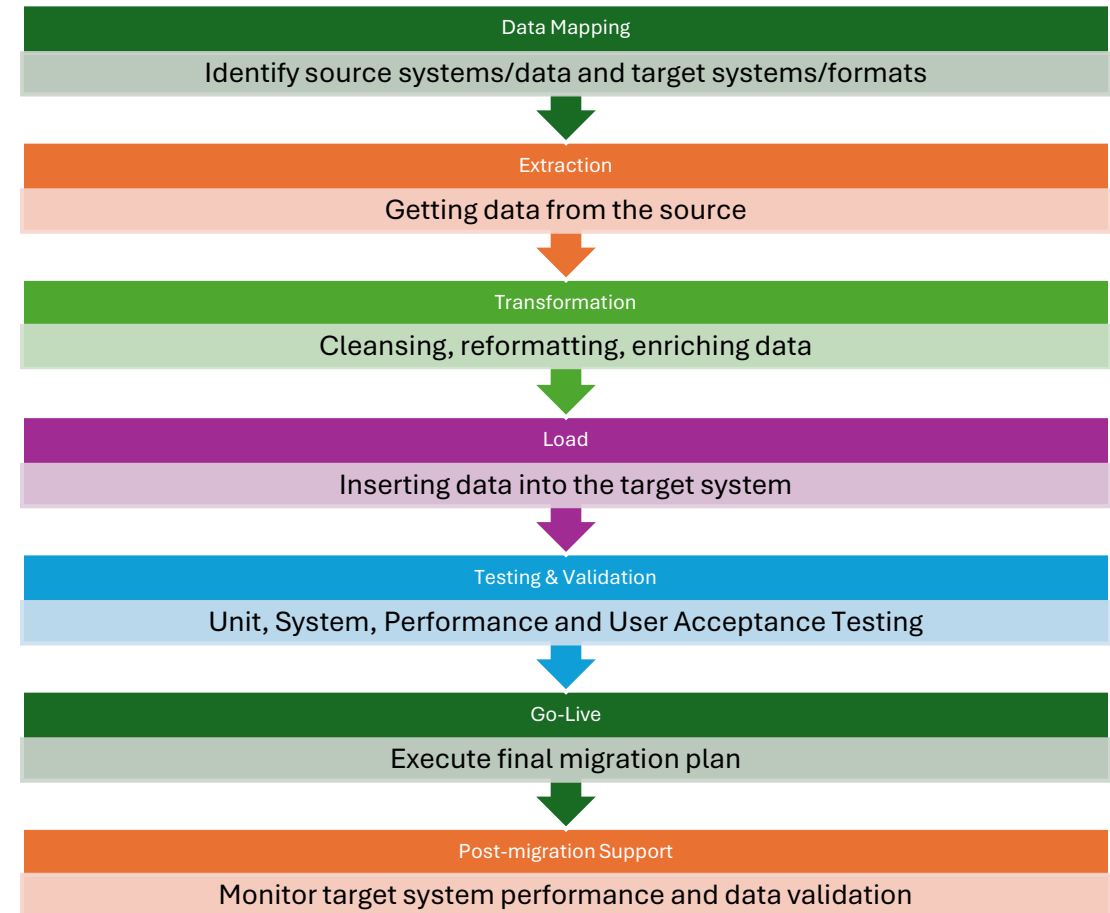


Graphics Courtesy of RSM

INSPIRE-Plus Data Conversion and Migration Process

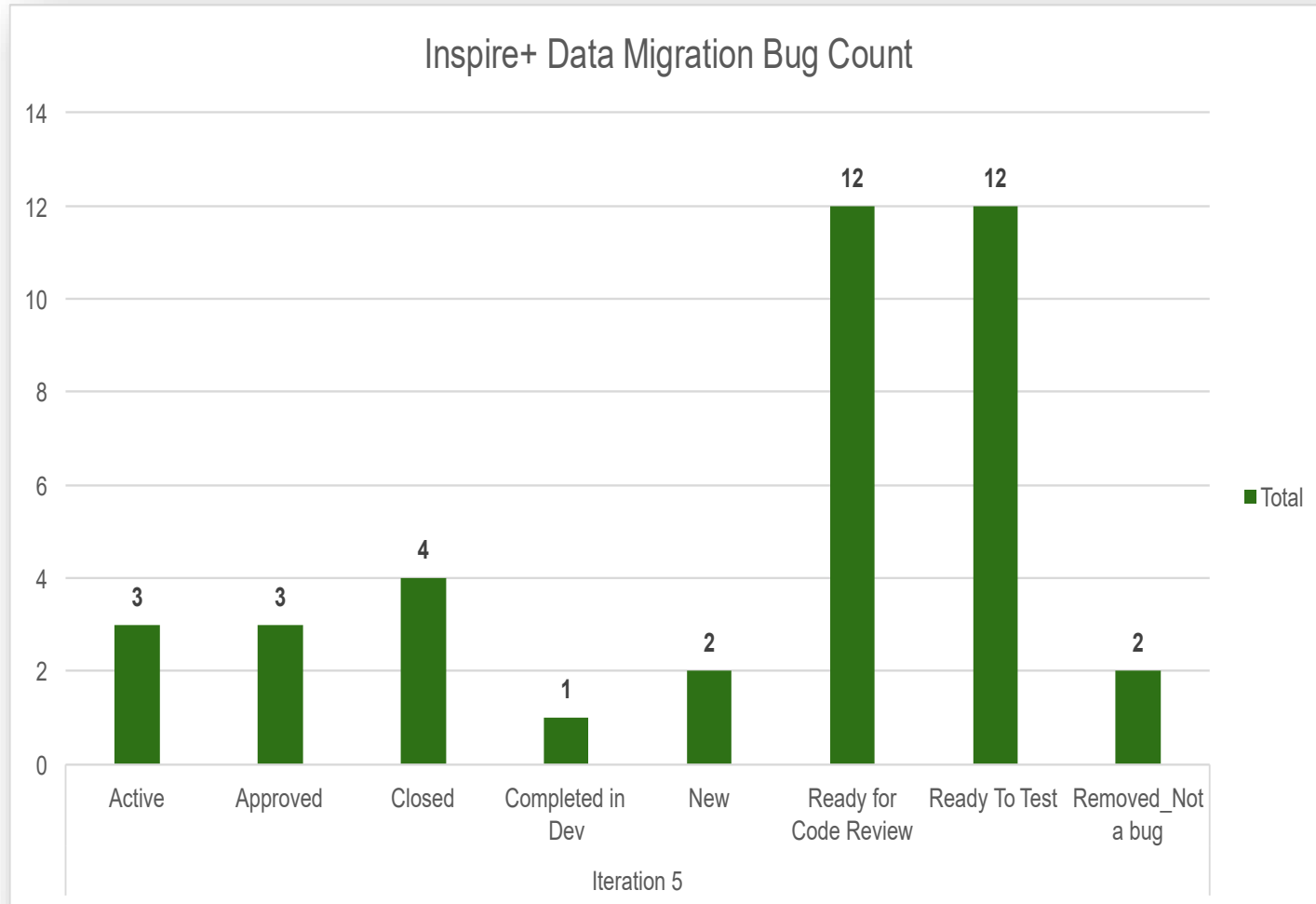
July 31, 2025

- Onsite data validation completed.
 - Treatment data was not completely validated.
 - Prevention and Fiscal validation was completed with fewer issues.
- Validations will be completed during the next reporting period.



INSPIRE-Plus *Data Migration* Bug Count

July 31, 2025



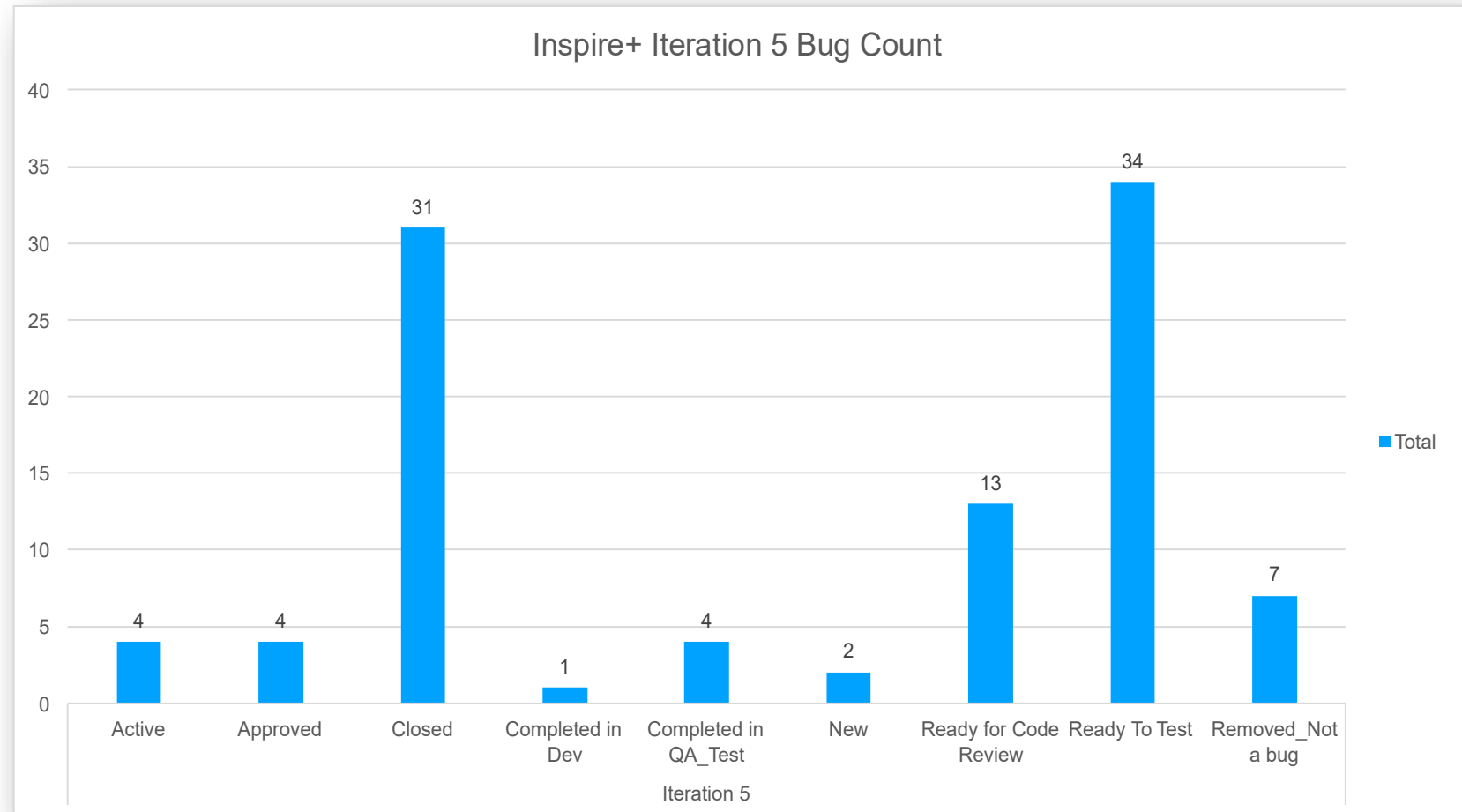
- The resolution of the bugs are going well with no major bugs.
- Next mock migration not expected to have all the bugs resolved.
- Validation activities occurred July 21 through July 25; the validation activities resume on August 7 after bugs are addressed and resolved if possible.

INSPIRE-Plus *Development* Project Bug Count

July 31, 2025



- The monthly bug tracking chart reflects the status of bug management across several iterations, totaling 300 identified items.
- Iteration 5 had 100 bugs – due to data migration
- No indication of any recurring bugs.

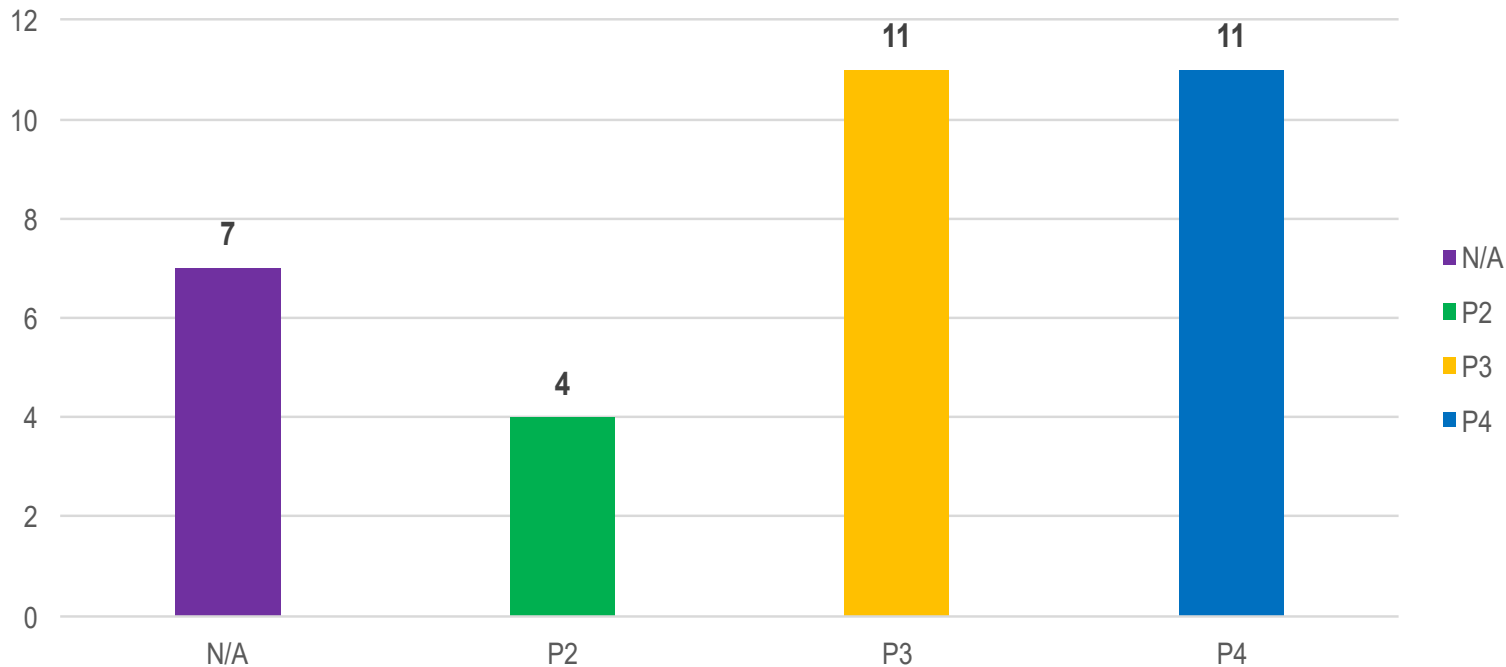


INSPIRE-Plus Change Requests

July 31, 2025



Inspire+ CCB Counts by Priority - July 2025



- At one point during the reporting period there were 2 P1s
 - Moved one P1 down to a P3.
 - One P1 relating to data migration.
 - Moved to Iteration 5

- *Priority Definitions are on Slide 27*

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



No.	Type	Category	Date: Title. Description	Priority	Source	Significance	Recommendation
202505-01	Preliminary Concern	User Adoption	<p>7/25/25: Some SOPs are in progress. IV&V will follow up to ensure ADAD makes use of the training materials to update/create needed SOPs.</p> <p>6/27/25: User Provisioning SOP in progress.</p> <p>5/30/25: 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>	2	IV&V Meeting with RSM	<p>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>	<p>Ensure SOP activities are included in ADAD's schedule, so the deadline is not missed.</p> <p>✓ 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.</p>
202505-02	Observation - Risk	Configuration & Development	<p>7/25/25: No update; raised to RISK See Slide 17 for details.</p> <p>6/27/25: RSM will review backlog and make initial recommendations on post-Go-Live development.</p> <p>5/30/25: Backlog Grooming</p> <p>RSM noted that User Stories not part of MVP need to be prioritized to identify User Stories for Post Go-Live Releases.</p>	1	IV&V Meeting with RSM	<p>Throughout the project, work begins on the next iteration before it is officially kicked off, rather than having resources sit idle. This will also apply to post-Go-Live development work. RSM will begin this work as soon as Iteration 5 is complete (August 2025) and needs to know which items to prioritize for future releases, so the backlog must be prioritized accordingly.</p>	<p>Ensure this is included in ADAD's schedule so the deadline is not missed.</p> <p>✓ RSM noted that a Prioritization field was created in ADO during the INSPIRE project for this purpose.</p> <p>✓ 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.</p>


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



No.	Type	Category	Date: Title. Description	Priority	Source	Significance	Recommendation
202505-03	Preliminary Concern	Testing	<p>7/25/25: CLOSED Data validation activities started</p> <p>6/27/25: Data Validation participants have been identified; Lead for both activities have been identified.</p> <p>5/30/25: Identify ADAD Leads for Data Validation and UAT.</p> <p>RSM brought up their concern that ADAD still needs to identify the specific people for the Data Validation and UAT tasks.</p>	2	IV&V Meeting with RSM	<p>The ADAD resources need to get the training for these activities on their schedule, and ensure they understand their roles and responsibilities prior to the start of the activities.</p> <p>(At least 1 Lead for Data Validation and UAT; about 7 roles for UAT, with 2-3 people per role)</p>	<p>Identify Leads as soon as possible so they can work with RSM to understand what is needed and identify who will perform the Validation and Testing.</p> <p>✓ ADAD responded that the UAT Manager has been tentatively identified, with two others identified as potential Leads.</p> <p>✓ Some participants have volunteered, and the ADAD PM is working on detailing the needs to share with program managers.</p>

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



No.	Type	Category	Date: Title. Description	Priority	Source	Significance	Recommendation
202507-01	Preliminary Concern	Project Management: Resources	<p>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>8/6/25: No delays have been seen to date.</p>		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) - July 2025

Newly Identified Risks and/or Issues



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. 7/25/25: Raised to a RISK from a Preliminary Concern	Probability: 3 Impact: 3 Exposure: $3*3 = 9$ MEDIUM	Ensure this is included in ADAD's schedule so the deadline is not missed. ✓ RSM noted that a Prioritization field was created in ADO during the INSPIRE project for this purpose. ✓ 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. 7/25/25: IV&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.

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



Meetings Attended / SI Activities Observed	Date(s)
ADAD Daily Scrum	7/1, 7/2, 7/7, 7/8, 7/9, 7/11, 7/14, 7/15, 7/16, 7/18, 7/21, 7/22, 7/23, 7/25, 7/28, 7/29, 7/30
ADAD Twice Weekly Issues Meeting	7/2, 7/14, 7/16, 7/21, 7/23, 7/28, 7/31
ADAD Weekly Program Status Meeting	7/1, 7/8, 7/15, 7/22, 7/29
BHA IT Solution Projects Steering Committee Meeting	7/8
Project Alaka'i – OCM Recurring Touchpoints	7/2, 7/15, 7/22, 7/29
ADAD Data Migration Validation Kickoff meeting	7/14
Data Migration Sync with ADAD Domain Leaders meeting	7/15
Inspire+ Enhance Billing Process meeting	7/16
INSPIRE+ Data Migration Validation sessions	7/21, 7/22, 7/23, 7/24, 7/25
RSM Project Director & IV&V Project Manager meeting	7/25
INSPIRE+ Data Migration – Finance Staff Sync meeting	7/30
INSPIRE+ Finalize Training Plan meeting	7/31

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

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



RSM Artifact Name

ADAD Burndown and Testing Logs (*in and after Daily Scrum meetings*)

Risks, Issues, Assumptions, Decisions (RAID) Log (*in and after Twice-weekly Issues meetings*)

ADAD – Weekly Status Reports (*in and after Weekly Status meetings*)

OCM Materials (e.g. Surveys, Plans, Communication pieces, etc.) (*in and after OCM meetings*)

No RSM Deliverables were due in July 2025.

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

Planned Activities and Deliverable Reviews for August



Description	Planned Start	Comments
Observe ADAD Daily Scrums	8/1/2025	IV&V attends as available; reviews documentation
Attend ADAD Twice Weekly Issues Meetings	8/4/2025	IV&V attends as available; reviews documentation
Attend ADAD Weekly Program Status Meetings	8/5/2025	IV&V attends all; reviews documentation
Attend Project Alaka'I – OCM Recurring Meetings	8/5/2025	Weekly Meeting; IV&V attends as available; reviews documentation as needed
Attend Steering Committee Meeting	8/12/2025	Present Monthly IV&V Reports
Observe Iteration 5 Demo “Show & Tell”	8/25/2025	
Attend other project meetings as appropriate	8/1/2025	
Prepare and Submit Transition Readiness Assessment Report for Iteration 5 (IV&V Work Product #3)	8/26/2025	Review RSM Deliverables as part of this report: <ul style="list-style-type: none"> • Iteration 5 Demo Presentation (D Additional 7) • Iteration 5 Delivered User Stories (D Additional 8)
Review RSM Deliverables	8/8/2025	Training Plan (D27): Due 8/8/2025 UAT Plan (D22): Due 8/18/2025
Attend remaining Data Validation sessions	8/7/2025	Began in July; IV&V observed all sessions
Attend System Administrator Activities: User Access & Auditing meeting	8/4/2025	
Attend Go-Live Readiness Assessment (GLRA) meetings	8/12/2025	8/12/2025 – “Dress Rehearsal” 8/18/2025 – GLRA #1
Attend UAT Kick-off meeting	8/18/2025	
Observe UAT sessions	8/25/2025	Scheduled daily until 9/15/2025

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
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
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
Preliminary Concerns	2	2	1	1	1	2	1	2	1	3
Risk - Low	0	1	0	1	0	0	0	0	0	0
Risk - Medium	0	0	0	0	1	0	0	0	0	1
Risk - High	0	0	0	0	0	0	0	0	0	0
Issue - Low	0	0	0	0	0	0	0	0	0	0
Issue - Medium	0	0	0	0	0	0	0	0	0	0
Issue - High	0	0	0	0	0	0	0	0	0	0

Ratings Definitions


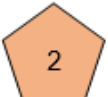



Risks





Probability <i>What is the likelihood the risk will happen?</i>	Impact <i>How severe would the outcomes be if the risk occurred?</i>				
	Insignificant 1	Minor 2	Significant 3	Major 4	Severe 5
	5 Almost Certain Medium 5	High 10	Very high 15	Extreme 20	Extreme 25
	4 Likely Medium 4	Medium 8	High 12	Very high 16	Extreme 20
	3 Moderate Low 3	Medium 6	Medium 9	High 12	Very high 15
	2 Unlikely Very low 2	Low 4	Medium 6	Medium 8	High 10
	1 Rare Very low 1	Very low 2	Low 3	Medium 4	Medium 5

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 significant opportunities for improvement or corrective action for the HANA project.	Critical that the Project resolve immediately and that pose a significant threat or impact to the project.
	Priority 2	Concerns and Observations ranked as Priority 2 are those that IV&V expects will yield moderate opportunities for improvement or corrective action for the HANA project.	Essential that the Project resolve as soon as possible and that pose a moderate threat or impact to the project.
	Priority 3	Concerns and Observations ranked as Priority 3 are those that IV&V expects will yield minor 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 minor or limited threat or impact to the project.

Task Group Measurement Criteria

Legend for Task Group Assessment							
	<p>Satisfactory – 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 low.</p>		<p>Caution – 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 moderate.</p>		<p>Critical – 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 significant.</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

- Blue: Development and testing function complete



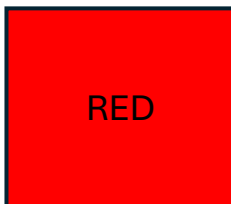
GREEN

- 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.



YELLOW

- 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.



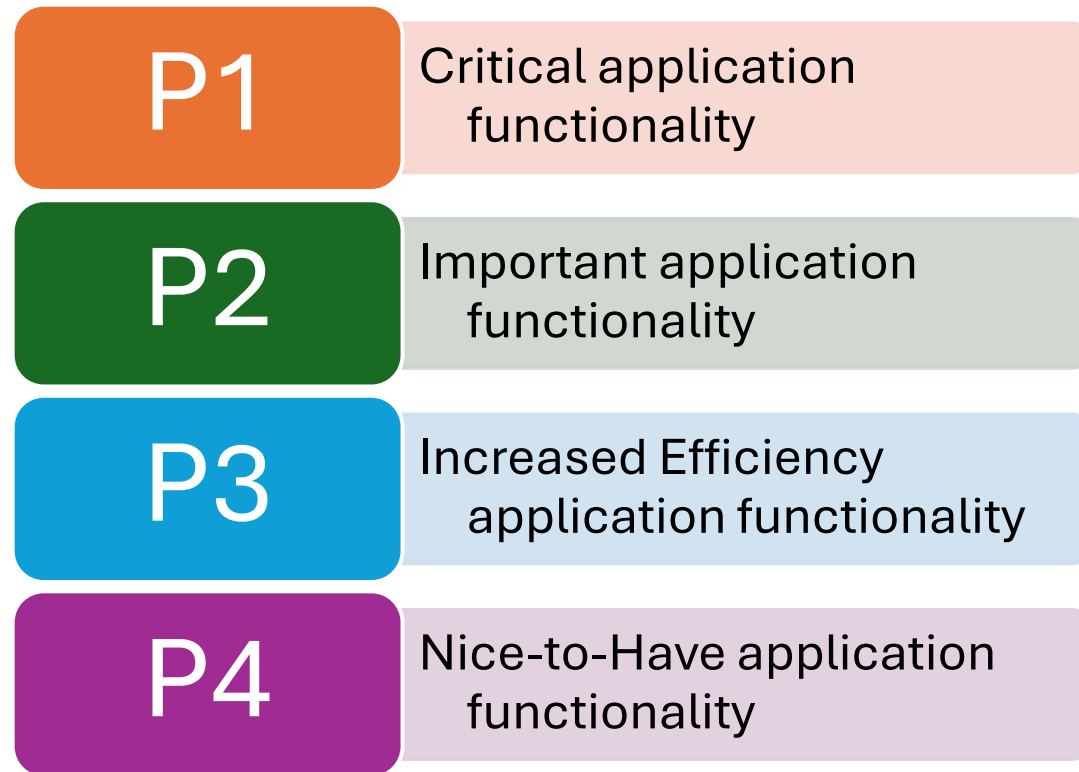
RED

- Red: Requirements are unclear or unknown, with at least one new request identified as a Priority 1 that requires further discovery OR there is more than one significant issue (i.e., Severity 1 or 2 defect). Development and testing timeline risk is high.

INSPIRE-Plus Change Control Board (CCB)



Change Request Priority Levels



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

