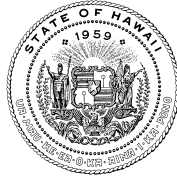


JOSH GREEN, M.D.  
GOVERNOR  
KE KIA ĀINA



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 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 September 2025

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

# Executive Summary – September 2025



## Major activities in September:

- User Acceptance Testing (UAT) continued daily, and completed on Sept. 15, with identified bugs resolved quickly and only a few requiring re-validation after that date.
- End user Training began on Sept. 22 and continued throughout the month. A few technical issues were encountered, as well as users who were unable to access the training environment. These problems were resolved on a case-by-case basis as the training continued. If unable to log in to perform the training exercises, the participants could view others performing the activities and also have the opportunity to review the training session videos. “Office hours” were scheduled and open to anyone with additional questions to get immediate assistance beyond the training sessions.
- To lessen the impact of WITS being read-only during the week prior to INSPIRE+ Go-Live, it was agreed to provide limited access to INSPIRE+ a few days prior to Go-Live for specific activities that are deemed critical.
- A Risk has been logged regarding meeting the deadline for User Account Provisioning in the production environment. The primary resource indicated low confidence in their ability to provision all User Accounts in time. Mitigation activities to provide more resources and authorize overtime for some of them began immediately upon notification of the risk.

*(Continued on next slide)*

# Executive Summary – September 2025 – cont'd



- The Phase 2 User Story backlog has been prioritized at a high level by ADAD, and a follow-up discussion is scheduled to detail the Phase 2 scope.
- IV&V Findings: (Slides 13-15)
  - Two (2) Preliminary Concerns were closed and the remaining two (2) open are both Priority 3 (low).
  - One (1) Risk (Very Low) was closed and one (1) High Risk was opened regarding User Account Provisioning.
- ✓ The project health remains **Satisfactory / Green** overall for September.

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



## Assessment of Project Overall

July 2025	August 2025	September 2025

## Project Areas / Task Groups

	July 2025	August 2025	September 2025
<b>Project Management</b>			
<b>Budget</b>			
<b>Schedule / Milestones</b>			
<b>Scope</b>			
<b>Requirements</b>			
<b>Staffing</b>			



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



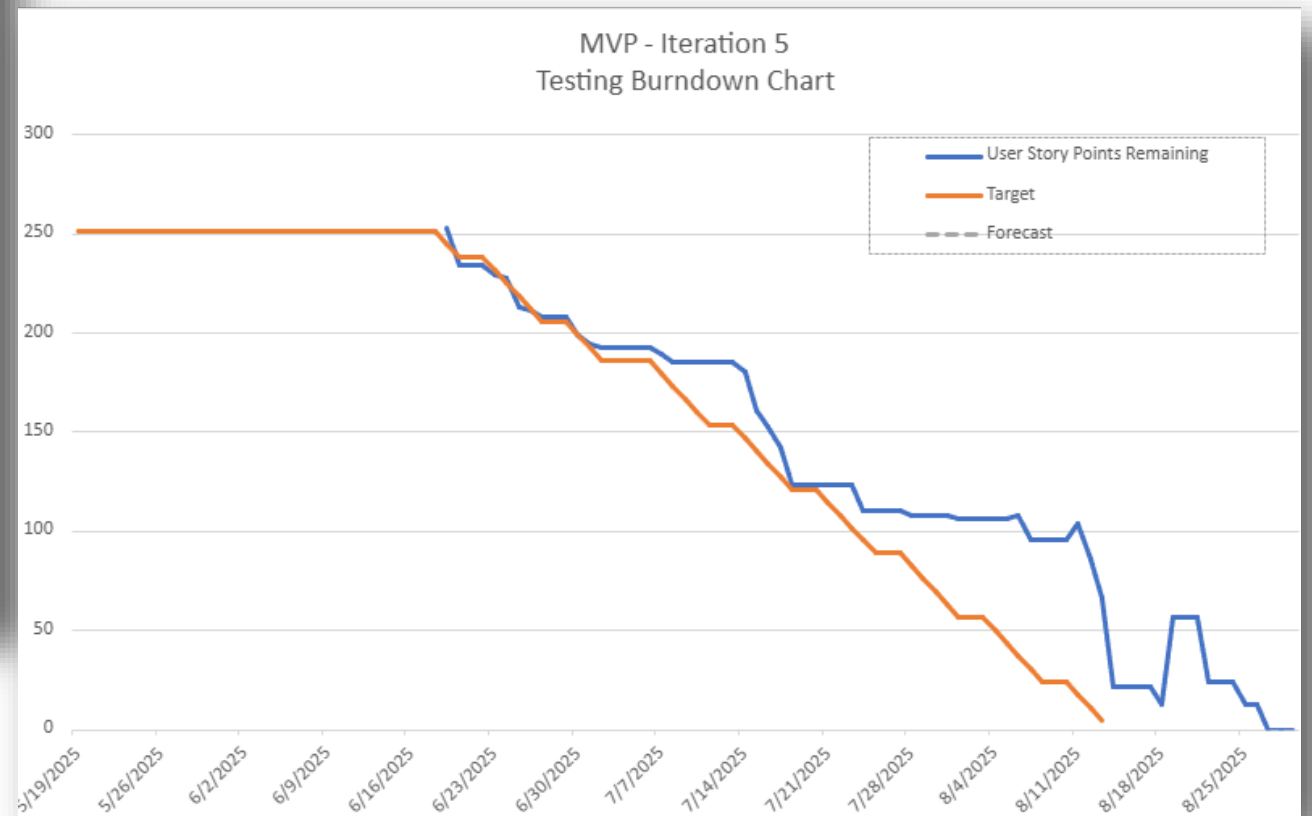
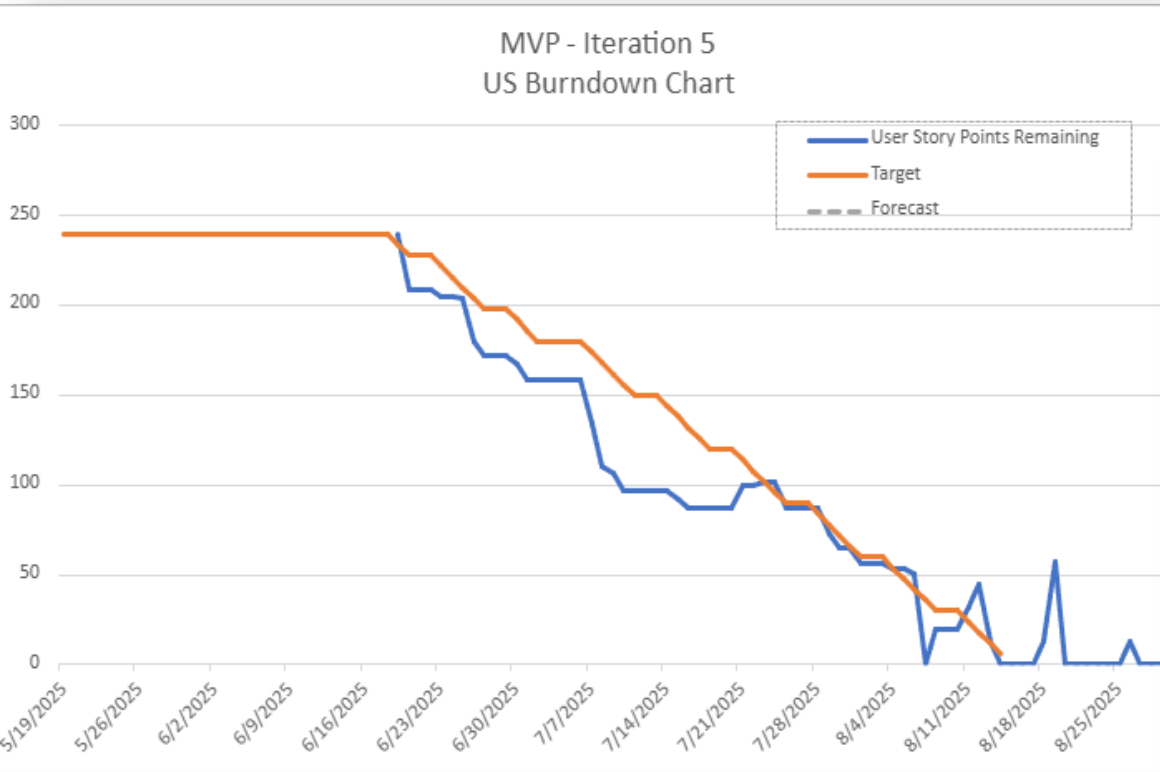
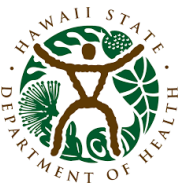
## Project Areas / Task Groups (continued)

	July 2025	August 2025	September 2025
<b>Design</b>			
<b>Configuration &amp; Development</b>			
<b>Testing</b>			
<b>Interfaces &amp; Data Conversion</b>			
<b>Integration</b>			
<b>Solution Deployment</b>			



# INSPIRE-Plus User Story Points Burndown Charts

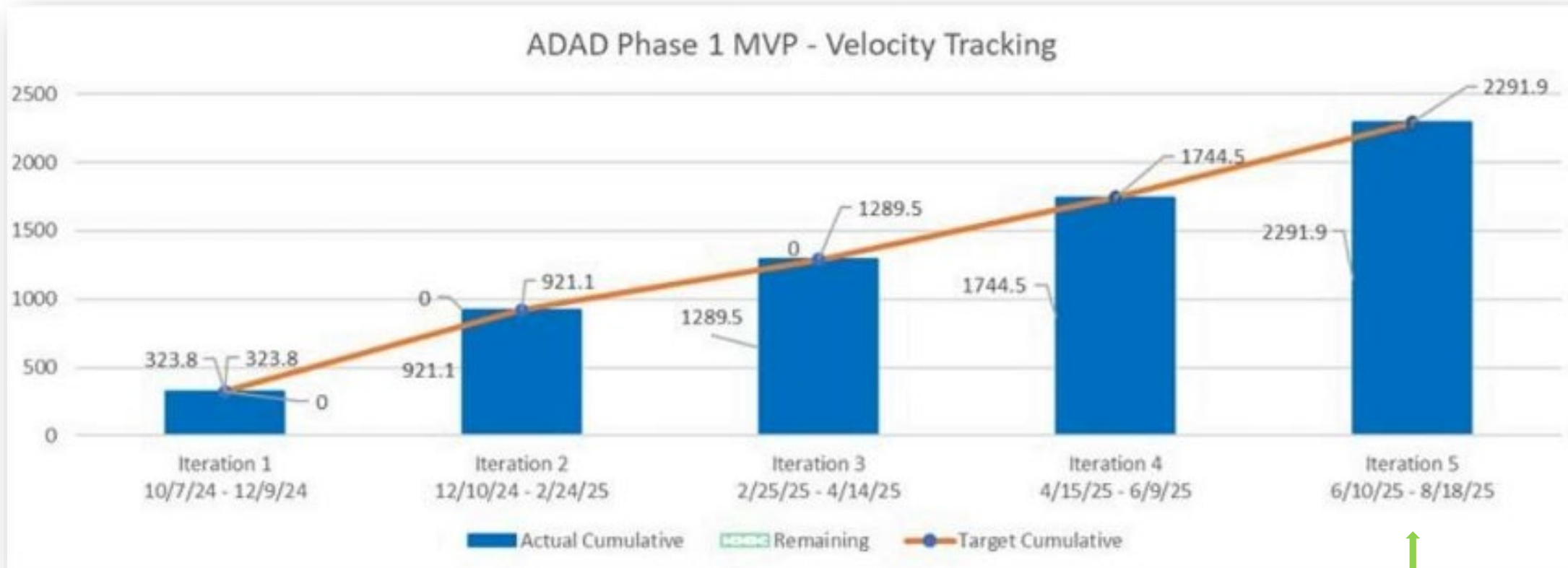
as of 9/23/2025 – Final Scrum of Phase 1



Graphics Courtesy of RSM

# INSPIRE-Plus User Story Points

9/26/2025



Committed USP for Phase 1 MVP were 2179

Graphics Courtesy of RSM

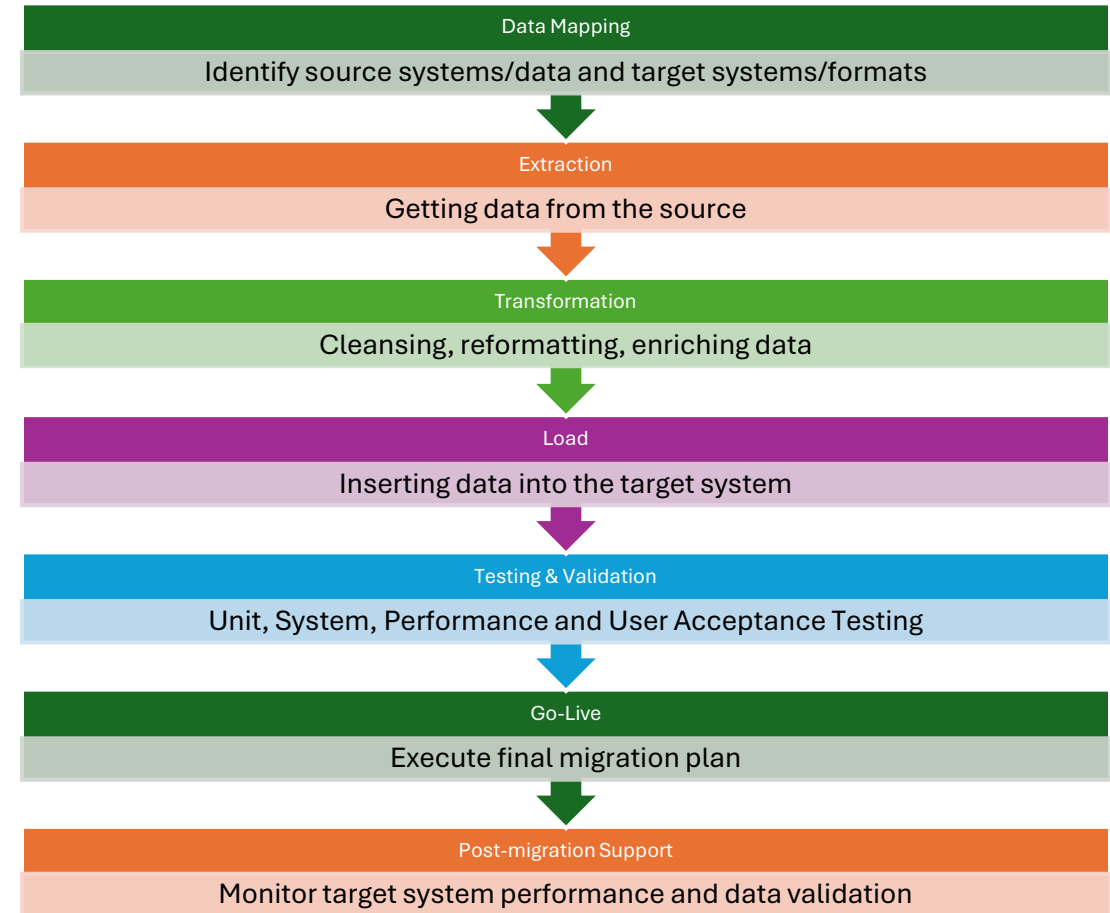




# INSPIRE-Plus Data Conversion and Migration Process

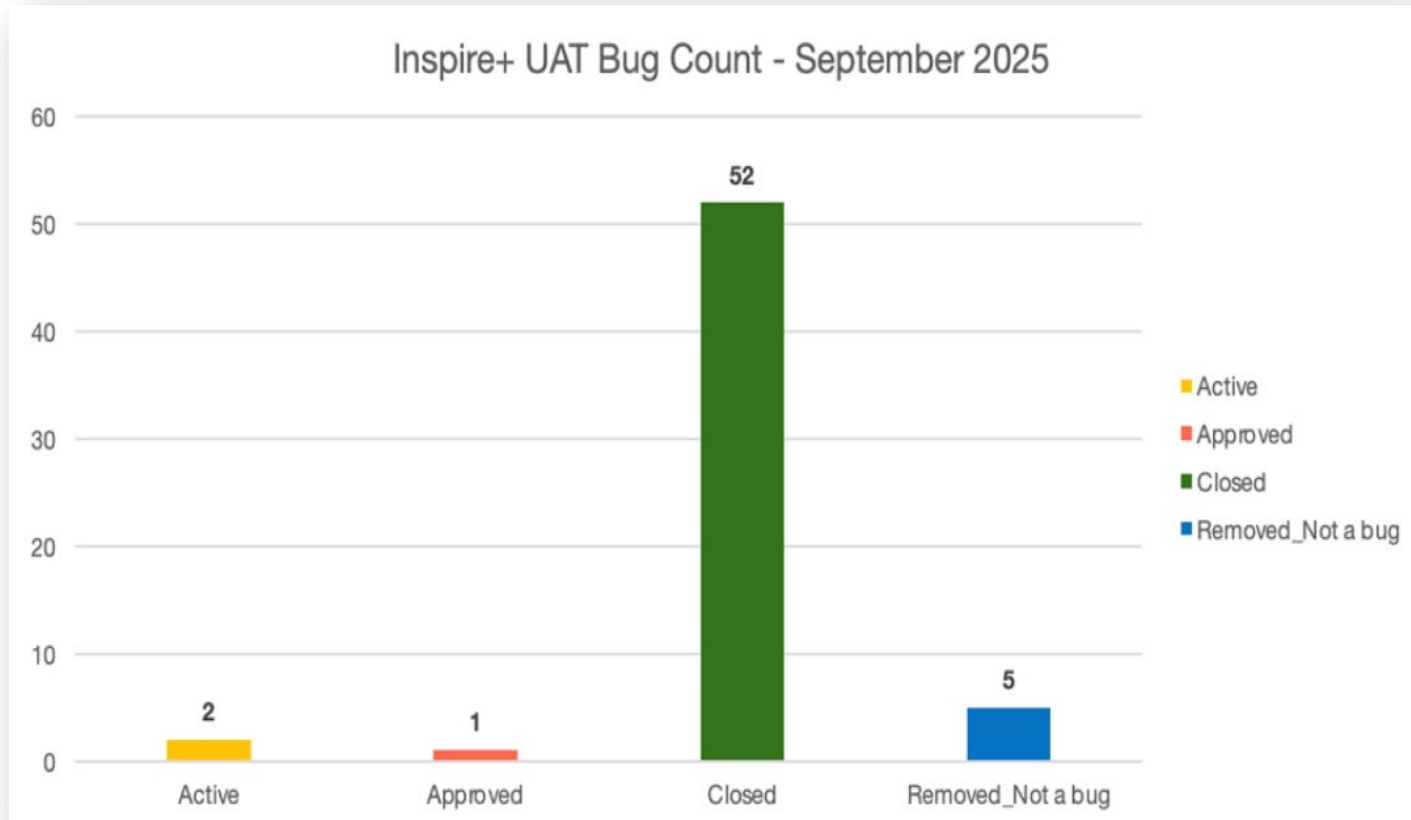


- All bugs identified during Data Validation have been resolved.
- The RSM Team is finalizing the day-by-day data migration schedule for Go-Live – starting October 18, 2025.



# INSPIRE-Plus Data Migration Bug Count

as of 9/30/25



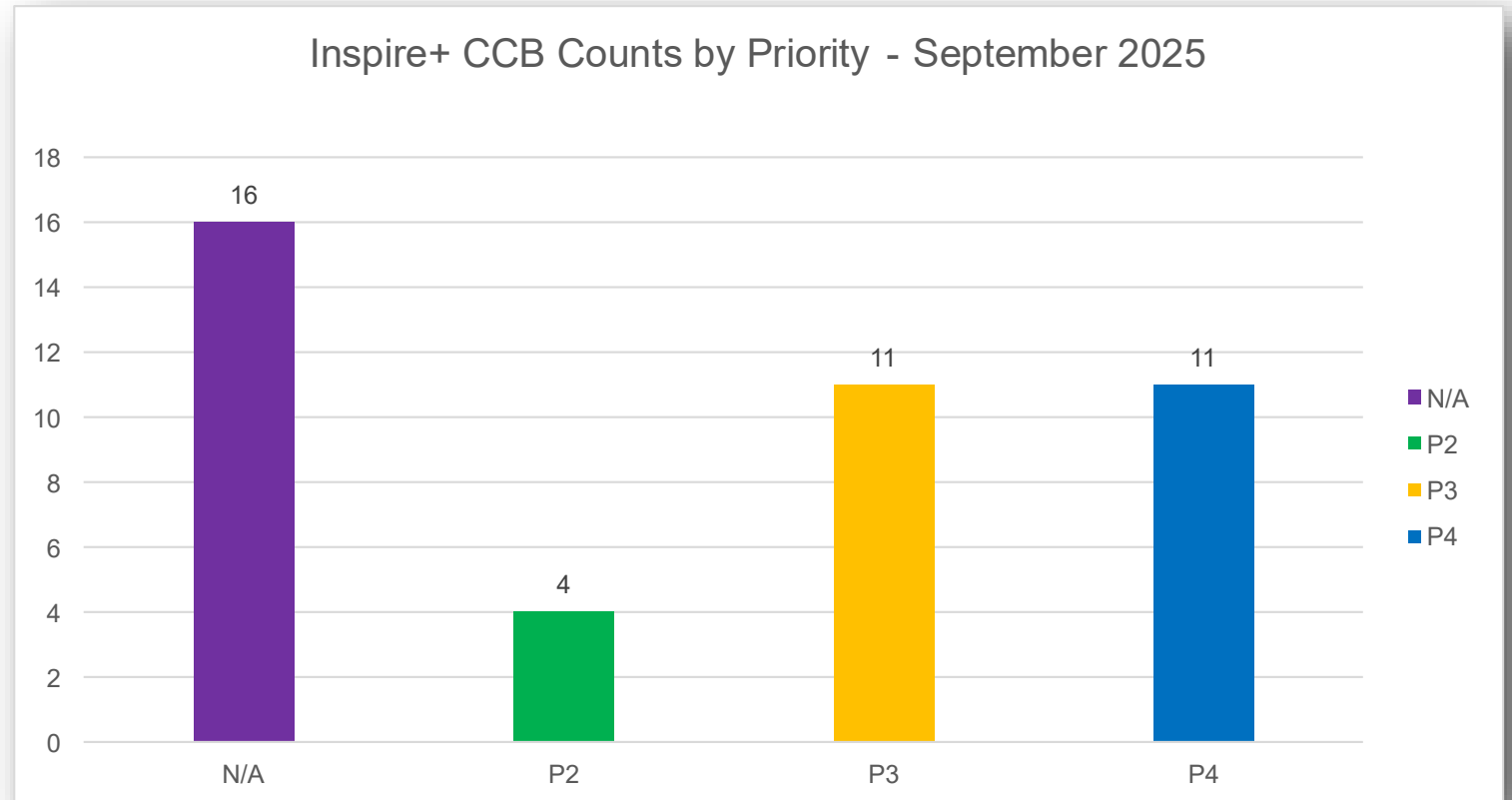
- All higher severity UAT bugs have been closed.
- 3 lower severity bugs were moved to the backlog to be resolved with Phase 2 development work.

# INSPIRE-Plus Change Requests

as of 9/30/2025



- Change Control Board (CCB) review is pending for five (5) items identified during User Acceptance Testing (UAT) logged in September.



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

Priority 1 and 2 only



No.	Type	Category	Date: Title. Description	Priority	Source	Significance	Recommendation
202508-01	Preliminary Concern	Schedule	<p><b>9/29/25:</b> Because Training began on 9/22, this finding is <b>CLOSED</b>. Note that although it was reported that all Users were set up in the Training environment prior to start of Training, several participants indicated they did not have access when they began training. Some said they did not receive the email indicating set up was complete; some had not read that email to perform necessary sign-in steps, some had incorrect login information (e.g. misspelled UserName, etc.) Situation was still being researched at end of September.</p> <p><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).</p>		RSM Bi-weekly Issues Meeting	<p>User Provisioning must be complete before Training can start.</p> <p>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.</p>	<p>Check progress frequently, and if possible, assign additional resources.</p> <ul style="list-style-type: none"> <li>✓ ADAD reported that they have assigned 3 additional resources who will begin while the primary resource is on vacation.</li> <li>✓ IV&amp;V will continue to monitor progress.</li> </ul> <p><i>IV&amp;V is logging a Risk for the related activity of ensuring all Users are set up prior to Production in that environment, based on the problems with Training access and other information gathered during Project meetings. See Slide #14.</i></p>



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

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



Number	Date Identified	Risk or Issue	Brief Description	Risk Rating	Mitigation & Progress
202509-02	9/29/25	Risk	<p>Risk of missing deadline for User Provisioning in Production Environment</p> <p>At the 9/29/25 Project Status meeting, the ADAD IT resource responsible for provisioning User accounts in the Production environment indicated he likely would not be able to get "all 700+ users" set up in the next 2 weeks.</p>	<p>Probability: 3 Impact: 4 Exposure: = 12 <b>Risk High</b></p>	<p>IV&amp;V recommends obtaining additional resources and authorizing overtime work if necessary to ensure that all User Provisioning in the Production environment is complete before 10/17/25.</p> <p>IV&amp;V also recommends documenting a plan to delay the data migration to Production until the User Provisioning task is complete and validated.</p> <p><u>Updates</u>  <b>10/1/25:</b> At the bi-weekly Issues meeting, IV&amp;V learned that additional BHA resources are also being provided, recurring meetings are being set to monitor progress, the process was simplified to reduce set-up time, and the team feels more confident the deadline will be met. "4" to "3"; Exposure <u>reduced</u> to "12" (High) from 16 (Very High).  <b>9/30/25:</b> On 9/30 ADAD indicated resources from U of H would be available to assist with User Provisioning in Prod and would work overtime if needed to help the ADAD IT resource complete the task. IV&amp;V will monitor progress.</p>

# Monthly IV&V Risk Identification Report (WP 7) - September 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: 0 Impact: 0 Exposure: = 0 <b>Risk Closed</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><u>Updates</u></p> <p><b>9/24/25: Risk closed;</b> high-level backlog prioritization was sent to RSM on 9/23, meeting planned for 10/3/25 to plan Phase 2 Scope.</p> <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 Status Report (WP 10) - September 2025



Meetings Attended / SI Activities Observed	Date(s)
ADAD Daily Scrum	9/2, 9/3, 9/5, 9/8, 9/9, 9/10, 9/12, 9/15, 9/16, 9/17, 9/22, 9/23
ADAD Twice Weekly Issues Meeting	9/3, 9/8, 9/10, 9/15, 9/17, 9/22, 9/24, 9/29
ADAD Weekly Program Status Meeting	9/2, 9/9, 9/16, 9/23, 9/30
UAT Sessions	9/2, 9/3, 9/4, 9/5, 9/8, 9/9, 9/10, 9/11, 9/12, 9/15
NOMS Admission/Discharge Export meeting	9/3
BHA IT Solution Projects Steering Committee Meeting	9/9
Project Alaka'i – OCM Recurring Touchpoints	9/9, 9/30
Iteration 5 Demo Survey Results Meeting	9/10
End User Training Kickoff	9/12
SAMHSA TEDS Batch Reporting meeting	9/12
Re-validate SAMHSA TEDS Mapping Issue meeting	9/18
IAPDU for INSPIRE+ Discussion with J. Valera	9/19
Training Sessions	9/22, 9/23, 9/24, 9/25, 9/29, 9/30
ADAD GLRA #2	9/24
RSM Project Director & IV&V Project Manager meeting	9/26



# Monthly IV&V Status Report - September 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> )	
D21 Solution Test Documentation and Results Report	9/29/25
D23 UAT Results Report	9/29/25
D28 Training Plan Materials	9/29/25

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

## Planned Activities and Deliverable Reviews for October



Description	Planned Start	Comments
Attend ADAD Twice Weekly Issues Meetings	10/01/25	IV&V attends as available; reviews documentation
Attend ADAD Weekly Program Status Meetings	10/07/25	IV&V attends all; reviews documentation
Attend Project Alaka'I – OCM Recurring Meetings	10/07/25	Bi-Weekly Meeting
Attend Steering Committee Meeting	10/14/25	Present Monthly IV&V Reports
Continue Observing Training sessions	10/01/25	Scheduled daily through 9/15/2025
Attend Go-Live Readiness Assessment (GLRA) #3	TBD	
Attend Go-Live Readiness Assessment (GLRA) #3	10/24/25	
Observe Go-Live transition activities	10/27/25	
Review RSM Deliverables and submit feedback		D31 Implementation Plan Due 10/01/25 D32 Implementation Readiness Assessment Due 10/24/25 D16 Defect Log Due 10/28/25 D33 Implementation Report Due 10/28/25 D19 Data Conversion and Migration Test Results Due 10/28/25 DR2 INSPIRE-Plus System Release Notes Due 10/29/25
RSM Project Director & IV&V Project Manager meeting	9/26/25	
Attend other project meetings as appropriate	9/02/25	

# 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	Sep-25
<b>Assessment of Project Overall</b>	●	●	●	●	●	●	●	●	●	●	●	●
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	Sep-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	Sep-25
Preliminary Concerns	2	2	1	1	1	2	1	2	1	4	4	2
Risk - Low	0	1	0	1	0	0	0	0	0	0	1	0
Risk - Medium	0	0	0	0	1	0	0	0	0	1	0	0
Risk - High	0	0	0	0	0	0	0	0	0	0	0	1
Issue - Low	0	0	0	0	0	0	0	0	0	0	0	0
Issue - Medium	0	0	0	0	0	0	0	0	0	0	0	0
Issue - High	0	0	0	0	0	0	0	0	0	0	0	0

# Ratings Definitions



## Risks

**Impact**  
*How severe would the outcomes be if the risk occurred?*

→




	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

**Probability**  
*What is the likelihood the risk will happen?*





↑

# 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 not identified 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 effective 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 make a <u>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.



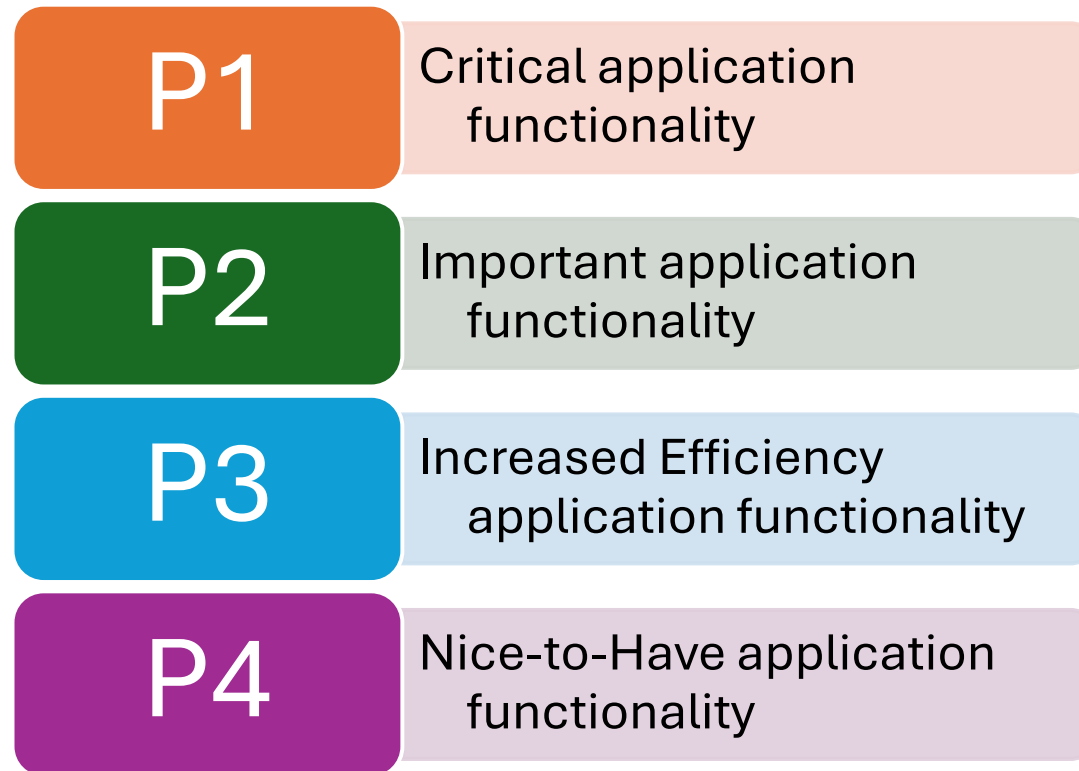
RED

- 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

