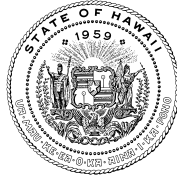


JOSH GREEN, M.D.  
GOVERNOR  
KE KIA'ĀINA



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

June 26, 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 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

**May** 2026

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

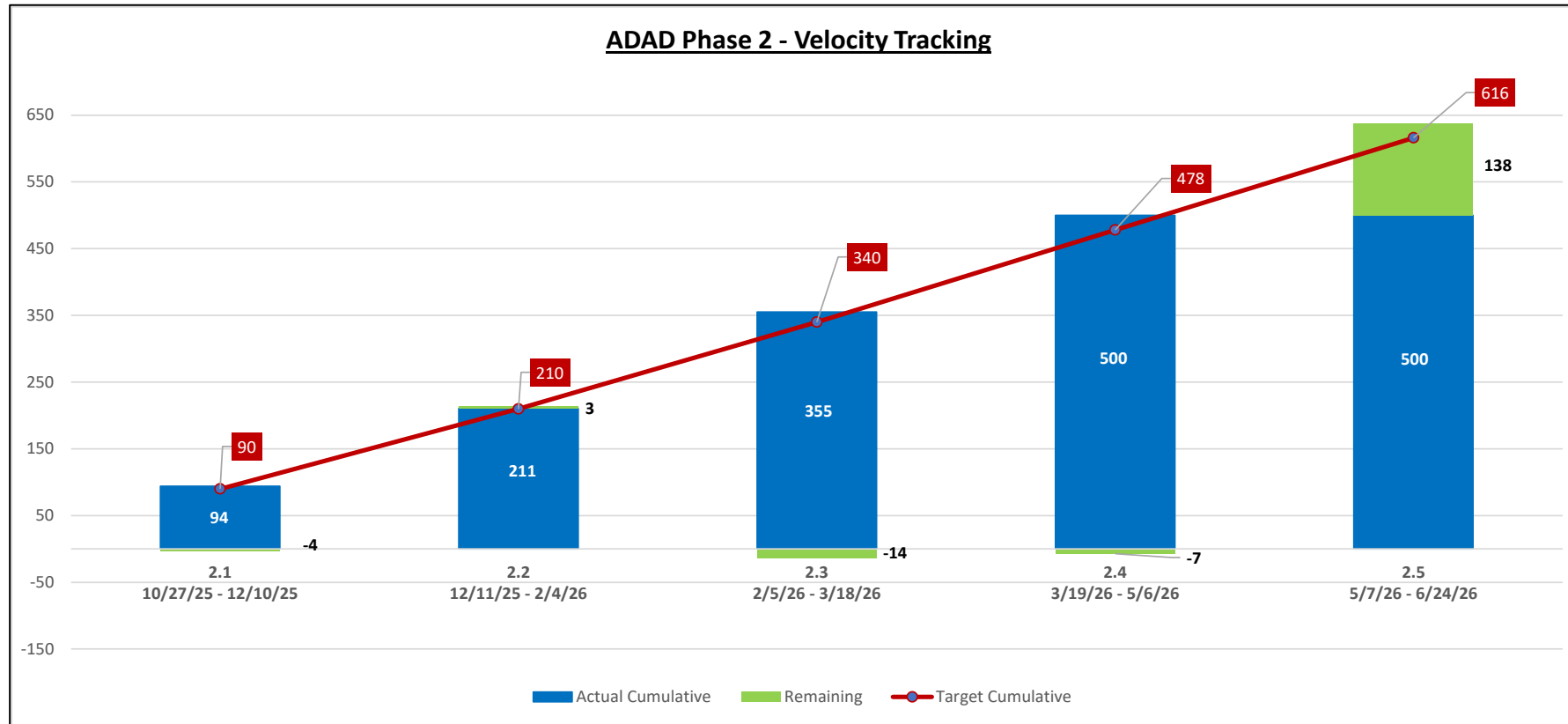
# Executive Summary – May 2026



- Release 2.4 on 5/7 was successful overall, despite a longer than expected deployment window
  - A minor deployment hiccup appeared to have been impacted by Microsoft service degradation during the deployment window
- Release 2.5 related activities are currently ongoing on track for go-live on June 24
  - Covers 118 story points in scope remaining after four prior releases
- Release 2.5 Functional Highlight
  - Focus on strengthening treatment plan accuracy and billing integrity
  - Some of the key user stories in Release 2.5 are planned for early deployment via a mid-sprint deployment scheduled for 6/10.
- SAMHSA TEDS reporting Data Reconciliation
  - Policy and Procedure (P&P) is currently being documented to handle record reconciliation
- One provider's transition to a gender-neutral residential program has created data-mapping issues with legacy gender-specific enrollment and service records.
  - Discussing option to implement automated script to update existing enrollments to the new program. Impact analysis is currently ongoing
- Release 3 planning is currently in progress

**Bottom Line:** The project health remains **Satisfactory / Green** overall for **May**, as the project continues to demonstrate steady and disciplined scope control, testing and release management.

# Target Velocity Chart



In Release 2.4, the SI over delivered 145 story points, exceeding the planned 138 story points. For Release 2.5, 116 story points remain to meet the Phase 2 scope total of 616 story points.

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

Overall Project Health – Last 3 Months



| Mar 2026 | Apr 2026 | May 2026 |
|----------|----------|----------|
|          |          |          |

Project Areas / Task Group

|                              | Mar 2026 | Apr 2026 | May 2026 |
|------------------------------|----------|----------|----------|
| <b>Project Management</b>    |          |          |          |
| <b>Budget</b>                |          |          |          |
| <b>Schedule / Milestones</b> |          |          |          |
| <b>Scope</b>                 |          |          |          |
| <b>Requirements</b>          |          |          |          |
| <b>Staffing</b>              |          |          |          |

## LEGEND FOR ASSESSMENT

|  |                                                           |
|--|-----------------------------------------------------------|
|  | <b>Satisfactory</b> –<br>No Corrective<br>Actions Needed  |
|  | <b>Caution</b> –<br>Possible Corrective<br>Actions Needed |
|  | <b>Critical</b> – Escalated<br>for immediate action       |
|  | Not enough data<br>is available                           |

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



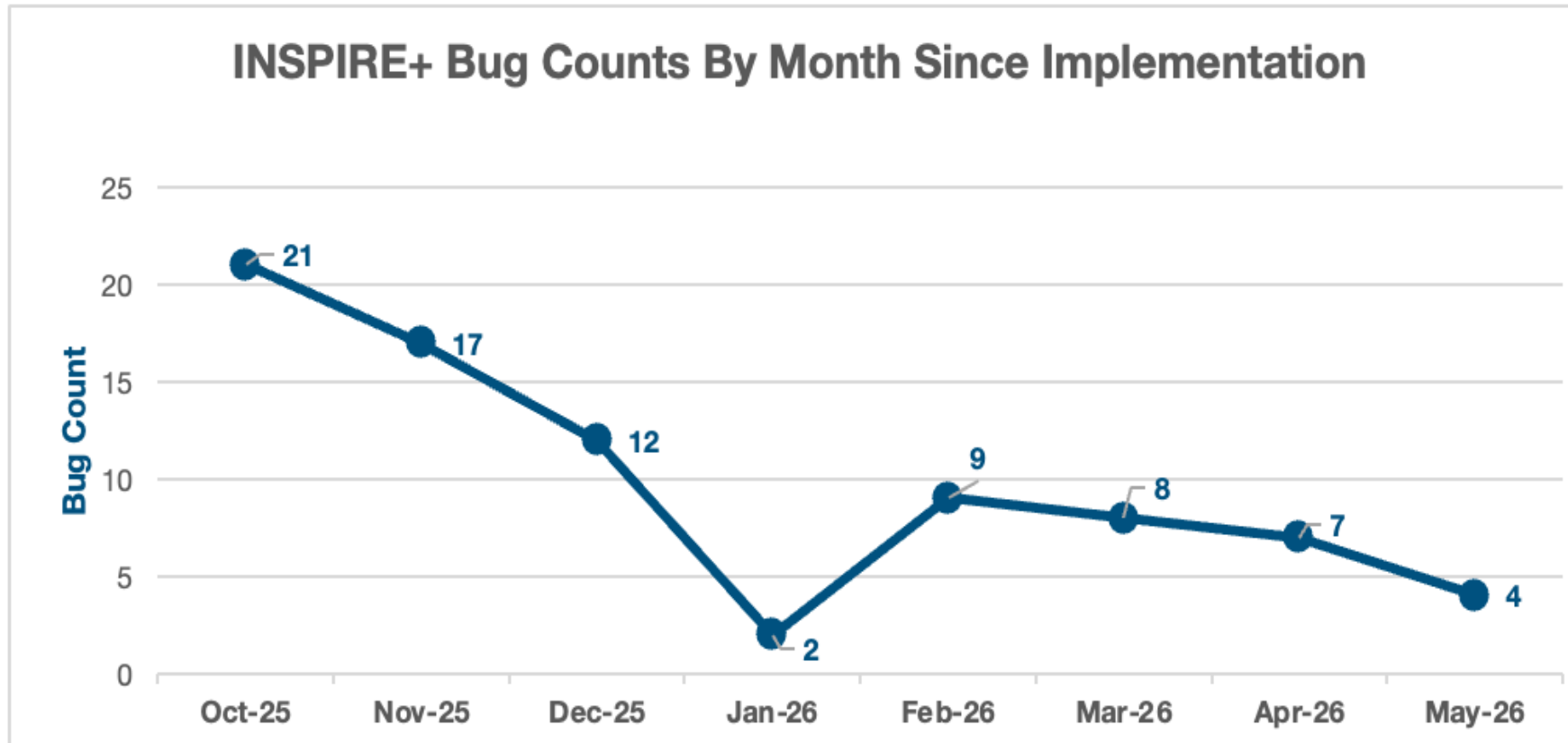
## Project Areas / Task Groups (continued)

|                                         | Mar 2026 | Apr 2026 | May 2026 |
|-----------------------------------------|----------|----------|----------|
| <b>Design</b>                           |          |          |          |
| <b>Configuration &amp; Development</b>  |          |          |          |
| <b>Testing</b>                          |          |          |          |
| <b>Interfaces &amp; Data Conversion</b> |          |          |          |
| <b>Integration</b>                      |          |          |          |
| <b>Solution Deployment</b>              |          |          |          |

### LEGEND FOR ASSESSMENT

|  |                                                           |
|--|-----------------------------------------------------------|
|  | <b>Satisfactory</b> –<br>No Corrective<br>Actions Needed  |
|  | <b>Caution</b> –<br>Possible Corrective<br>Actions Needed |
|  | <b>Critical</b> – Escalated<br>for immediate action       |
|  | Not enough data<br>is available                           |

# INSPIRE+ Bug Counts By Month Post Implementation



May 2026 continues to demonstrate an excellent trajectory toward long-term operational stability. The system successfully achieved a new historical low (full operational month) of only 4 bugs in May 2026.

# Monthly IV&V Risk Identification Report (WP 7) - May 2026

Priority 3: No open P3 findings in May 2026



| No.        | Type  | Category | Title, Date, Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Priority | Source        | Significance                                                                                                                                                                                                                                                                                                                                                                                                                        | Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------|-------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2026-04-14 | Issue | Testing  | <p><b>Structured Error-Handling Gap Leading to Unresolved Timeout Errors</b></p> <p><b>5/30/2026: SI re-evaluated existing process with similar risk profiles and initiated optimization measures. The effectiveness of these measures will be reassessed in R 2.5. IV&amp;V concurs with this response and will close the finding for next reporting period.</b></p> <p>4/14/2026: An isolated system failure was identified in which a specific process was unable to keep up with the volume of data being processed.</p> <p>When a timeout occurred, the system lacked the error-handling logic to manage the failure gracefully, making the issue difficult to detect and diagnose.</p> <p>The SI has since optimized the process and implemented error-handling logic so the system can fail gracefully and log issues for review. While these actions reduce the likelihood of recurrence, they do not fully eliminate the risk. The intermittent timeouts suggest the system is approaching a performance threshold that may require a broader review as data volumes continue to grow.</p> | 3        | Scrum meeting | <p>This failure raises a broader concern. If one area of INSPIRE+ is vulnerable to data volume and insufficient error handling, other parts of the system likely carry the same underlying risk. As the system continues to grow, similar intermittent failures may become more frequent, and because they are difficult to detect and diagnose, they tend to frustrate end users and erode confidence in the system over time.</p> | <p>To address this proactively, the SI should audit other high-volume processes to ensure proper error-handling logic is in place before additional failures occur. This includes reviewing whether other data tables are approaching volume thresholds that could trigger similar timeouts. Additionally, system logging should be strengthened so that when failures do occur, the technical team can identify and resolve them before users are impacted.</p> |

# Monthly IV&V Status Report (WP 10) - May 2026



| Meetings Attended / SI Activities Observed                           | Date(s)                                                                                                    |
|----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| ADAD Daily Scrum Meeting Phase 2                                     | 5/1, 5/4, 5/5, 5/6, 5/7, 5/8, 5/11, 5/12, 5/13, 5/14, 5/15, 5/18, 5/19, 5/20, 5/21, 5/26, 5/27, 5/28, 5/29 |
| ADAD Twice Weekly Issues Meeting                                     | 5/4, 5/6, 5/11, 5/13, 5/18, 5/21, 5/27                                                                     |
| ADAD Weekly Program Status Meeting                                   | 5/5, 5/12, 5/19, 5/26                                                                                      |
| Co-Located Testing                                                   | 5/14, 5/20, 5/27, 5/29                                                                                     |
| DOH BHA IT Solution Project                                          | 5/12                                                                                                       |
| DOH Inspire + - Project Kick-off meeting with the Data House PM team | 5/5                                                                                                        |

# Monthly IV&V Status Report – May 2026

## RSM Artifacts Reviewed by IV&V (WP-9)



| RSM Artifact Name                                                                                     | Date Reviewed                          |
|-------------------------------------------------------------------------------------------------------|----------------------------------------|
| Risks, Issues, Assumptions, Decisions (RAID) Log ( <i>in and after Twice-weekly Issues meetings</i> ) | 5/4, 5/6, 5/11, 5/13, 5/18, 5/21, 5/27 |
| ADAD – Weekly Status Reports ( <i>in and after Weekly Status meetings</i> )                           | 5/5, 5/12, 5/19, 5/26                  |
| 2.4 Release Notes                                                                                     | 5/11                                   |

# Monthly IV&V Status Report (WP 10) - May 2026

Planned Activities and Deliverable Reviews for June



| Description                                  | Comments                                         |
|----------------------------------------------|--------------------------------------------------|
| Attend ADAD Twice Weekly Issues Meetings     | IV&V attends as available; reviews documentation |
| Attend ADAD Weekly Program Status Meetings   | IV&V attends all; reviews documentation          |
| Attend Steering Committee Meeting            | Present Monthly IV&V Reports                     |
| Review RSM Deliverables and submit feedback  | None                                             |
| Attend other project meetings as appropriate | None                                             |

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



| Project Health Trend          | May-25 | Jun-25 | Jul-25 | Aug-25 | Sep-25 | Oct-25 | Nov-25 | Dec-25 | Jan-26 | Feb-26 | Mar-26 | Apr-26 | May-26 |
|-------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Assessment of Project Overall | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      |
| Project Areas / Task Groups   | May-25 | Jun-25 | Jul-25 | Aug-25 | Sep-25 | Oct-25 | Nov-25 | Dec-25 | Jan-26 | Feb-26 | Mar-26 | Apr-26 | May-26 |
| Project Management            | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      |
| Budget                        | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      |
| Schedule / Milestones         | ▲      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      |
| Scope                         | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      |
| Requirements                  | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      |
| Staffing                      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      |
| Design                        | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      |
| Configuration & Development   | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      |
| Testing                       | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ▲      | ●      | ●      |
| Interfaces & Data Conversion  | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      |
| Integration                   | ◆      | ◆      | ◆      | ◆      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      |
| Solution Deployment           | ◆      | ◆      | ◆      | ◆      | ◆      | ●      | ●      | ●      | ●      | ●      | ●      | ●      | ●      |
| Total Open Findings           | May-25 | Jun-25 | Jul-25 | Aug-25 | Sep-25 | Oct-25 | Nov-25 | Dec-25 | Jan-26 | Feb-26 | Mar-26 | Apr-26 | May-26 |
| Preliminary Concerns          | 2      | 1      | 4      | 4      | 2      | 0      | 0      | 0      | 1      | 2      | 0      | 1      | 1      |
| Risk - Low                    | 0      | 0      | 0      | 1      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| Risk - Medium                 | 0      | 0      | 1      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| Risk - High                   | 0      | 0      | 0      | 0      | 1      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| Issue - Low                   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| Issue - Medium                | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 1      | 1      | 0      |
| Issue - High                  | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |

## LEGEND FOR ASSESSMENT

|   |                                                           |
|---|-----------------------------------------------------------|
| ● | <b>Satisfactory</b> –<br>No Corrective<br>Actions Needed  |
| ▲ | <b>Caution</b> –<br>Possible Corrective<br>Actions Needed |
| ⬡ | <b>Critical</b> – Escalated<br>for immediate action       |
| ◆ | Not enough data<br>is available                           |

# Mahalo Nui



TECHNOLOGY MANAGEMENT SOLUTIONS



# Appendix A: Ratings Definitions

- Risks

|                                                             | Impact<br>How severe would the outcomes be if the risk occurred? |            |                  |              |              |
|-------------------------------------------------------------|------------------------------------------------------------------|------------|------------------|--------------|--------------|
|                                                             | Insignificant<br>1                                               | Minor<br>2 | Significant<br>3 | Major<br>4   | Severe<br>5  |
| Probability<br>What is the likelihood the risk will happen? | 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     |

# Appendix A - Ratings Definitions

## IV&V Findings

| Indicator                                                                         | Priority   | Description                                                                                                                                                                                                                                                              | Criteria                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   | Priority 1 | Findings and Observations ranked as Priority 1 are those opportunities that IV&V expects will yield <b>significant</b> opportunities for improvement or corrective action for the INSPIRE+ project.                                                                      | Critical that the project resolve immediately and that poses a <b>significant</b> threat or impact on at least one of the following areas: <ul style="list-style-type: none"> <li>Project Cost, Software Quality, Data Quality/Data Integrity, Project Milestones.</li> </ul>                                                         |
|   | Priority 2 | Findings and Observations ranked as Priority 2 are these opportunities that IV&V expects will yield <b>moderate</b> opportunities for improvement or corrective action for the INSPIRE+ project.                                                                         | Essential that the project resolve as soon as possible and that pose a <b>moderate</b> threat or impact on at least one of the following areas: <ul style="list-style-type: none"> <li>Project Cost, Software Quality, Data Quality/Data Integrity, Project Milestones.</li> </ul>                                                    |
|  | Priority 3 | Findings and Observations ranked as Priority 3 are these opportunities that IV&V expects will yield <b>minor</b> opportunities for improvement or corrective action for the INSPIRE+ Project and are focused primarily on confirming 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 at least one of the following areas: <ul style="list-style-type: none"> <li>Project Cost, Software Quality, Data Quality/Data Integrity, Project Milestones.</li> </ul> |

## Task Group Measurement Criteria

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



# Appendix C: 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.

Phase 1 has been completed, and the project is currently in Phase 2, with plans to proceed through Phase 4 to develop and implement the remaining functionality.