

JOSH GREEN, M.D.
GOVERNOR
KE KIA'ĀINA



DEPT. COMM. 433

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

May 8, 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 February 2025

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



Executive Summary – February 2025



ADAD worked with the SI vendor to determine which User Stories would constitute the Minimum Viable Product (MVP) for Increment/Phase 1, based on their User Story Points (USPs) value, to align with the contracted amount of USPs for Increment/Phase 1. This resulted in some User Stories originally planned for Increment 1 to be moved to the Backlog, which will be addressed after the initial implementation.

The IV&V team:

- Continued attending all available project meetings to observe progress and identify any potential risks
- Discussed the SI vendor's planning and delivery process for Iterations with ADAD, and recommended implementing more rigorous Iteration management processes within ADAD to ensure delivered functionality meets requirements and that work is progressing on schedule
- Reviewed and assessed SI Deliverables and Work Products, and the Iteration 2 Demonstration and provided feedback
- Began attending OCM meetings on the Project
- Logged 1 new Risk and discussed the recommended mitigation with ADAD; Closed 1 Risk

(Continued on next slide)

Executive Summary – February 2025 - continued



The SI vendor:

- Modified their planning and presentation of development work from User Stories to User Story Points, to more accurately indicate progress and align with the contract terminology. User Story Points are representative of the complexity of work required to deliver a User Story (functionality). Future Iteration planning will be done based on USP rather than US.
- Finished Iteration 2 and demonstrated functionality to stakeholders on 2/24/2025
 - 100 of the 129 User Stories targeted for Iteration 2 were completed or closed; the remaining 29 were moved into Iteration 3 or the Backlog; this resulted partly from redefinition of MVP for Increment 1.
 - 605.4 User Story Points were delivered, considerably more than the 463 planned (The development team does not stop working if the target is achieved earlier than expected, and early planning is often less accurate as the team's capabilities become better understood.)
 - 11 bugs remained to be resolved and were moved into Iteration 3
- Began working on Iteration 3
 - 69 User Stories are planned in this Iteration, representing 490.6 User Story Points
- Introduced the weekly Change Control Board to review and approve/reject any requests for enhancements or modifications that are not reflected in the Discovery phase Requirements
- Continued with high-quality Organizational Change Management (OCM) planning and activities
 - ✓ The project health remains **Satisfactory / Green** for the month of February.

INSPIRE-Plus Project Health / Performance (WP 5)



Assessment of Project Overall

December 2024	January 2025	February 2025

Project Areas / Task Groups

	December 2024	January 2025	February 2025
Project Management			
Budget			
Schedule / Milestones			
Scope			
Requirements			
Staffing			



INSPIRE-Plus Project Health / Performance (WP 5)



Project Areas / Task Groups (continued)

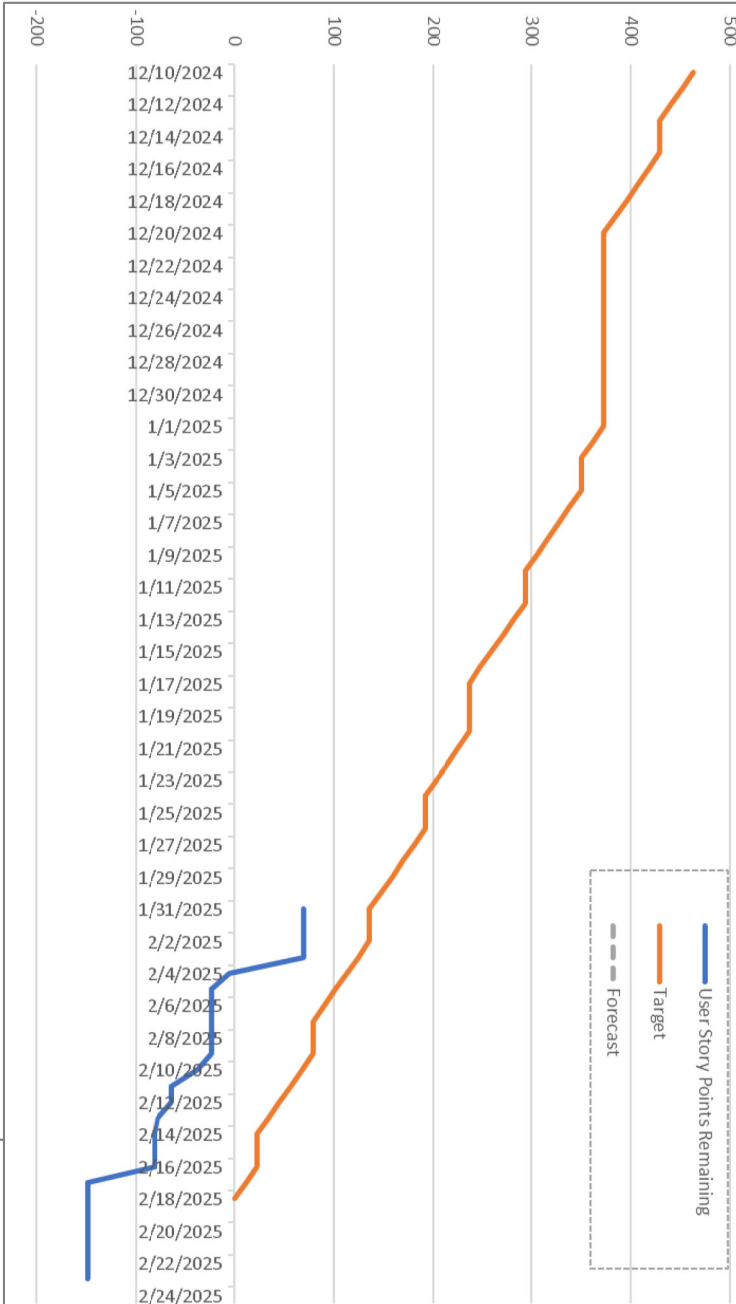
	December 2024	January 2025	February 2025
Design			
Configuration & Development			
Testing			
Interfaces & Data Conversion			
Integration			
Solution Deployment			



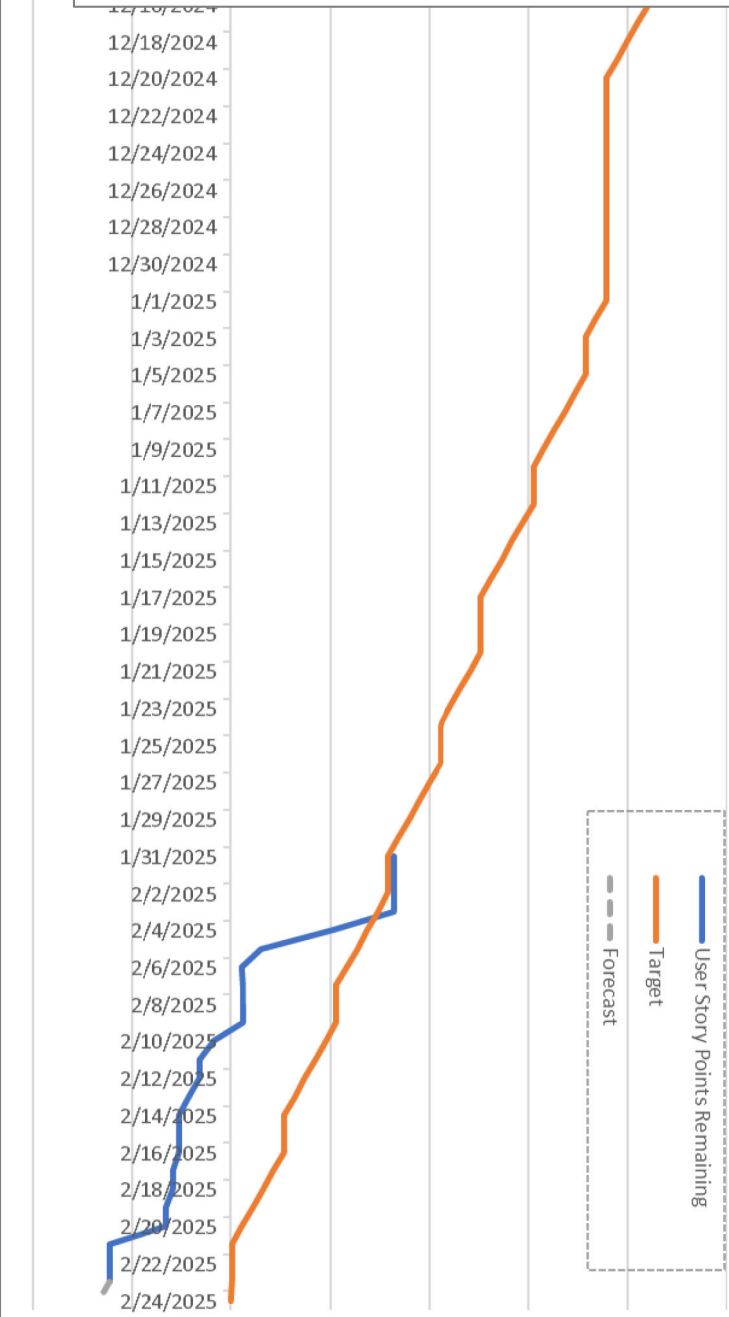
INSPIRE-Plus User Story Points Burndown Charts

as of 2/21/2025

MVP - Iteration 2
US Burndown Chart



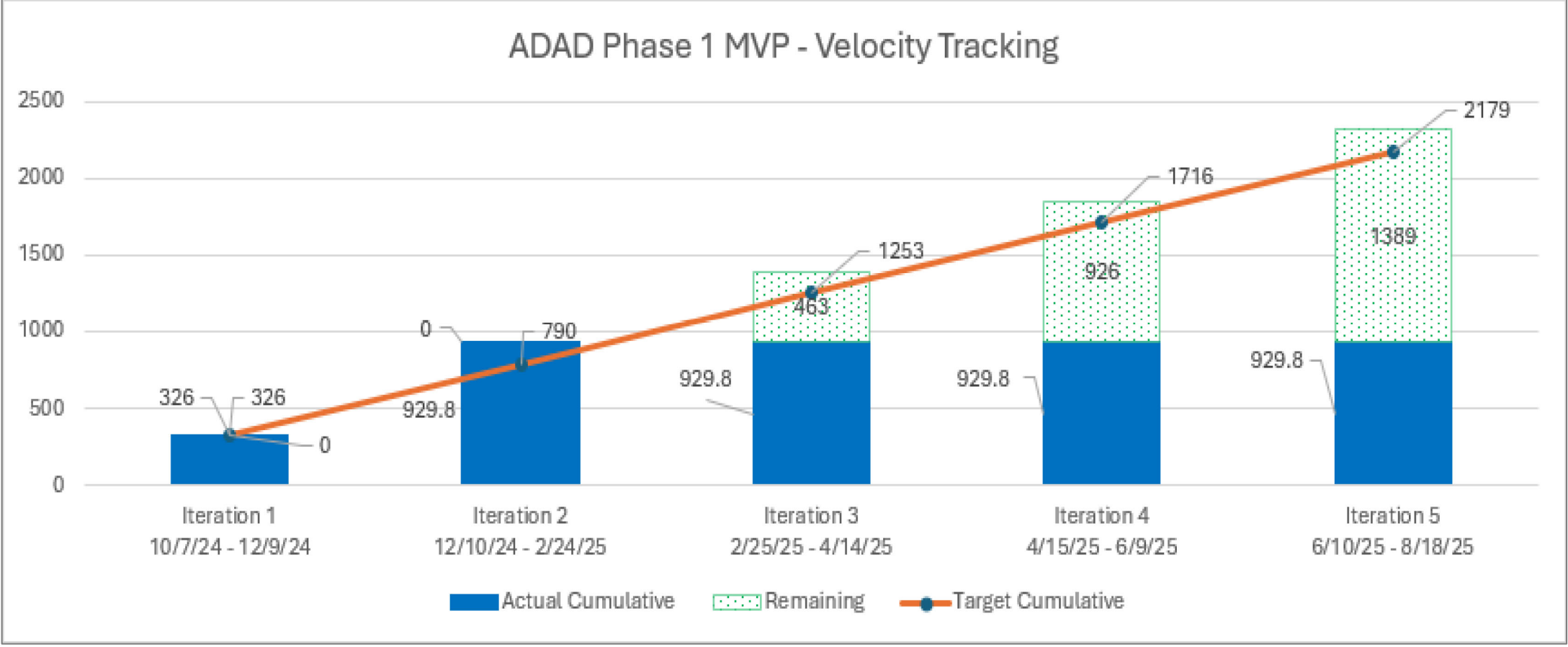
MVP - Iteration 2
Testing Burndown Chart



Iteration 2 demo was held 2/24/2025, so work after that was considered as part of Iteration 3 and is currently on track.

INSPIRE-Plus User Story Points

2/28/2025



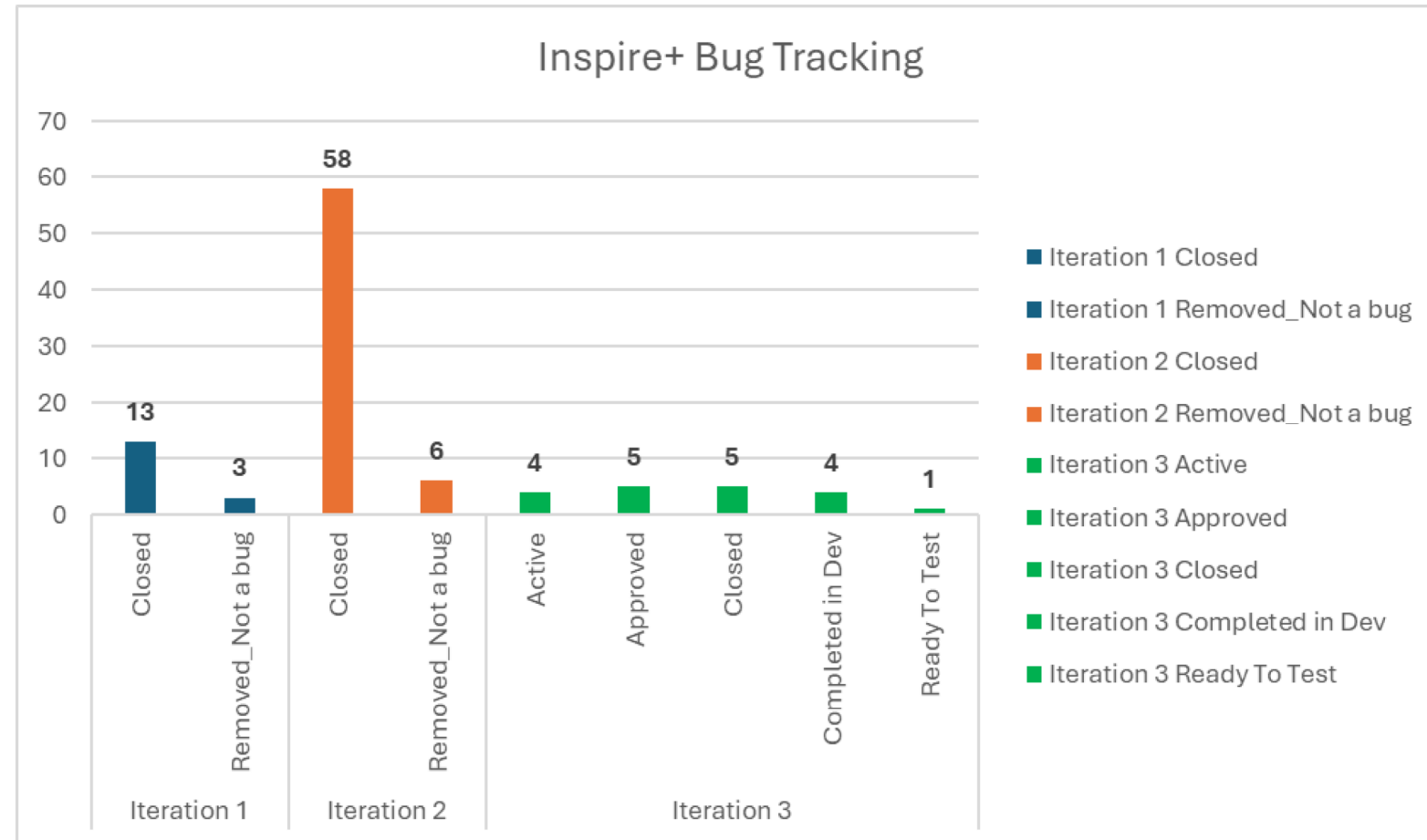
This graphic is courtesy of the SI vendor, and is based on the delivery commitment of 2,179 USP for Phase/Increment 1 (the Minimally Viable Product , MVP).

INSPIRE-Plus Project Bug Count

on 3/4/2025



- Iteration 1: 16 bugs were logged, with 13 closed and the remaining 3 were deemed invalid.
- Iteration 2: Concluding on 2/24/2025, this iteration substantially increased bug volume with 64 bugs logged. This rise is attributed to the larger scope and complexity of user stories addressed in this iteration. The closure rate remained high with 58 closed and the remaining 6 bugs identified as invalid.
- Iteration 3: Currently in progress, Iteration 3 has 19 bugs logged as of this report. Bug logging began on 1/8/2025, before the completion of Iteration 2. This overlap likely stems from a Minimum Viable Product (MVP) realignment, potentially leading to concurrent development efforts
- IV&V continues to monitor the volume of bugs found and considers it satisfactory at this point, as all bugs are addressed promptly.



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

(As the project progresses, this will become Priority 1 findings only if necessary)



No.	Type	Category	Date: Title. Description	Priority	Source	Significance	Recommendation

As of February 28, 2025 there are no open Findings of Priority 1 or 2.

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

Newly Identified Risks and/or Issues *



Number	Date Identified	Risk or Issue	Brief Description	Probability (1 Low, 5 High)	Impact (1 Low, 5 High)	Exposure (Prob x Impact)	Mitigation Recommendation
202502-01	2/25/25	Risk	During the “Planning for User Account set up” meeting key steps for user account setup (role base access control, SOPs for on-board and off-boarding) were outlined. There was no mention of a user attestation process as part of that, which IV&V sees as a Risk to system security.	2	4	8 Medium	Create a formal user attestation process which periodically verifies users’ access rights and permissions based on their roles and responsibilities.

Updates to Existing Risks and/or Issues *

Number	Risk or Issue	Brief Description <i>and</i> Date of Update	Probability (1 Low, 5 High)	Impact (1 Low, 5 High)	Exposure (Prob x Impact)	Mitigation Recommendation
202501-04	Risk	<p>Work estimation of the User Stories (US) created based on the Requirements identified during the Discovery Phase has resulted in more User Story Points (USP) in the originally-agreed upon Minimum Viable Product (MVP) than ADAD's budget can accommodate.</p> <p>2/4/25: Significant progress has been made identifying work to move out of MVP for Phase 1. The risk probability has been reduced to Low.</p> <p>2/28/25: Decision on US to include in Phase 1 is complete, so this is no longer a risk to the schedule.</p>				2/28/25: CLOSED

* All Risks and Issues are listed as “Observations” and identified as either Risk or Issue on the IV&V Findings Detailed Report.

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

Decisions and Action Items from Monthly Risk Management Meetings



Date	Decision	Project Area	Approved By
2/26/2025	Regarding the User Attestation risk (202502-01), a determination of feasibility of implementing an attestation process will be included as part of the development of Standard Operating Procedures (SOPs) for on- and off-boarding system users.	User Account Creation – Development	John Valera

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 will be included here.

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



Meetings Attended / SI Activities Observed	Date(s) Attended
ADAD Daily Scrum	2/3, 2/4, 2/5, 2/6, 2/7, 2/10, 2/11, 2/12, 2/14, 2/17, 2/18, 2/19, 2/21, 2/25, 2/26, 2/28
ADAD Twice Weekly Issues Meeting	2/3, 2/5, 2/10, 2/12, 2/19, 2/26
ADAD Weekly Program Status Meeting	2/4, 2/11, 2/18, 2/25
BHA IT Solution Projects Steering Committee Meeting	2/11
ADAD – OCM Touchpoint	2/20
ADAD Iteration 2 Demo	2/24
INSPIRE+ Finance Demo for ADAD Staff	2/24
Client Management in INSPIRE+	2/24
INSPIRE+ Post MVP Planning	2/24
INSPIRE+ Planning for User Account Set-Up	2/25
Continued ADAD Client Management Discussion - Treatment	2/25
Prevention Data/INSPIRE+ - Confirmed	2/26
IV&V / ADAD Management Meeting	2/26
Strategize on Future DD&I	2/26
Review IV&V Feedback on D17 w/RSM	2/27
RSM Project Director & IV&V Project Manager meeting	2/28

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

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



RSM Artifact Name	Date Reviewed
D17: Data Conversion and Migration Plan	2/17/2025
D-Additional 5: Iteration 2 Show and Tell	2/24 & 2/26/2025
D-Additional 6 Iteration 2 Delivered User Stories	2/26 – 2/28/2025
I2 User Stories to Test Cases	2/26 – 2/28/2025
I2 User Stories to Bugs	2/26 – 2/28/2025
MVP User Stories	2/26 – 2/28/2025
Iteration 3 Plan	2/27/2025
ADAD Burndown and Testing Logs <i>(in and after Daily Scrum meetings)</i>	2/03 – 2/28/2025
Risks, Issues, Assumptions, Decisions (RAID) Log <i>(in and after Twice-weekly Issues meetings)</i>	2/03 – 2/28/2025
ADAD – Weekly Status Reports <i>(in and after Weekly Status meetings)</i>	2/04 – 2/25/2025

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

Planned Activities and Deliverable Reviews for March



Description	Planned Start	Comments
Observe ADAD Daily Scrums	3/3/2025	IV&V attends as available; reviews documentation
Attend ADAD Twice Weekly Issues Meetings	3/3/2025	IV&V attends as available; reviews documentation
Attend ADAD Weekly Program Status Meetings	3/4/2025	IV&V attends all; reviews documentation
Attend Project Alaka'I – OCM Recurring Meetings	2/5/2025	Weekly Meeting; reviews documentation as available
Attend ADAD – OCM Touchpoints	3/6/2025	Bi-weekly meeting with ADAD Project Director
Attend Steering Committee Meeting	3/11/2025	Present Monthly IV&V Reports
Attend other project meetings as appropriate	3/3/2025	
Review and Assess newly-submitted RSM deliverable(s)	3/2/2025	Based on project schedule (in SmartSheet): <ul style="list-style-type: none">• Approved Requirements in ADO – due 2/28/25 (D10) – not received• ADAD User Stories – due 2/28/25 (D11) – not received
Review revised Deliverables with Responses to IV&V Comments		Revised Data Conversion and Migration Plan (D17) expected 3/4/25

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



Project Health Trend	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25
Assessment of Project Overall	●	●	●	●	●	
Project Areas / Task Groups	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-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
Preliminary Concerns	2	2	1	1	1	
Risk - Low	0	1	0	1	0	
Risk - Medium	0	0	0	0	1	
Risk - High	0	0	0	0	0	
Issue - Low	0	0	0	0	0	
Issue - Medium	0	0	0	0	0	
Issue - High	0	0	0	0	0	

Ratings Definitions




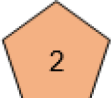

Risks

	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 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 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