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DEPT. COMM. 005-434

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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 March 2025

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



Executive Summary – March 2025



Major activities in March:

- ADAD Reviewed and dispositioned Change Requests (CRs) with RSM and identified User Stories to move to the backlog to accommodate Priority 1 and 2 CRs for development in Phase 1 MVP.
- ADAD and RSM OCM Manager worked together to:
 - review the OCM-drafted Project Success Criteria and provide input and feedback.
 - review and discuss the Stakeholder Survey Responses after analysis of the responses.
 - reviewed the OCM-drafted Frequently Asked Questions (FAQs) about the project and provide input and feedback.
- RSM facilitated Process Mapping sessions with ADAD to develop high-level User Account Set Up and Deactivation processes.
- RSM continued working on Data Migration activities such as identifying criteria to discover possible duplicates client records, meeting with ADAD to discuss as needed.
- RSM and ADAD analyzed Change Requests (CRs), prioritized them, and determined User Stories in MVP to move to the backlog to accommodate approved Priority 1 and 2 CRs in Phase 1.
- RSM presented an estimate of future ADAD resource requirements for project activities up through implementation of Phase 1 and facilitated a meeting for initial discussion; follow-up meetings are scheduled.
- RSM changed their Schedule health rating to **Yellow** and presented their rationale in their weekly status meeting.

(Continued on next slide)

Executive Summary – March 2025 - continued



The IV&V team:

- Submitted our Iteration 2 Transition Readiness Assessment Report based on the Iteration 2 demonstration.
 - Provided recommendations on risk mitigation in the User Account Set Up process and facilitated discussion of the identified risks.
 - Discussed the feasibility of ADAD users doing early testing with RSM and identified methods and implications of doing so, and recommended RSM explain their rationale with ADAD during the Resource Planning meeting.
 - Discussed the schedule health with RSM after they changed the status to Yellow and added this to the IV&V Findings log to monitor. Changed IV&V Schedule health to **Yellow** as a result.
 - Logged 1 new Risk and discussed the recommended mitigation with ADAD; Closed one previously opened Risk.
- ✓ The project health remains **Satisfactory / Green** overall for the month of March.

INSPIRE-Plus Project Health / Performance (WP 5)



Assessment of Project Overall

January 2025	February 2025	March 2025

Project Areas / Task Groups

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



INSPIRE-Plus Project Health / Performance (WP 5)

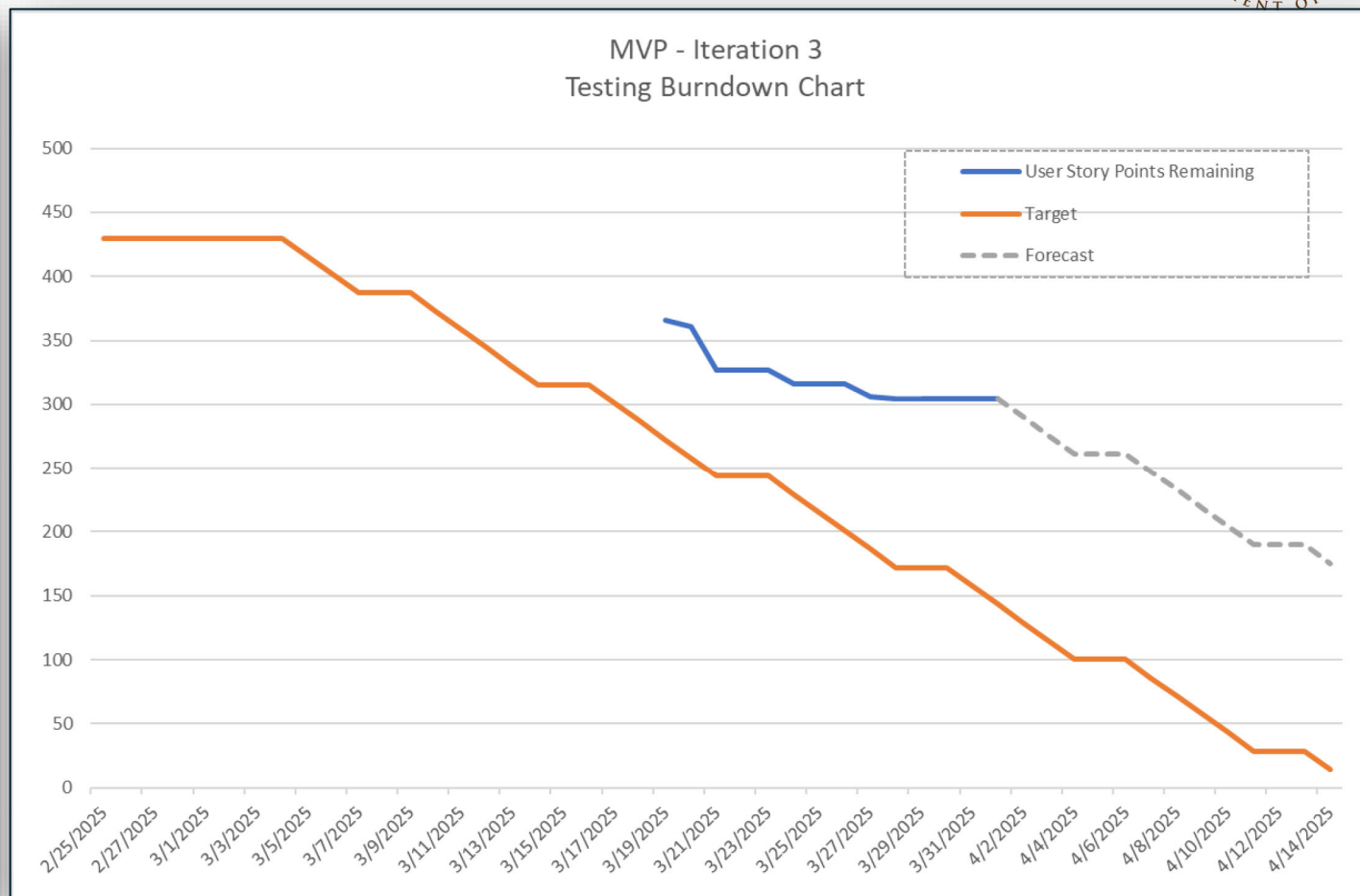
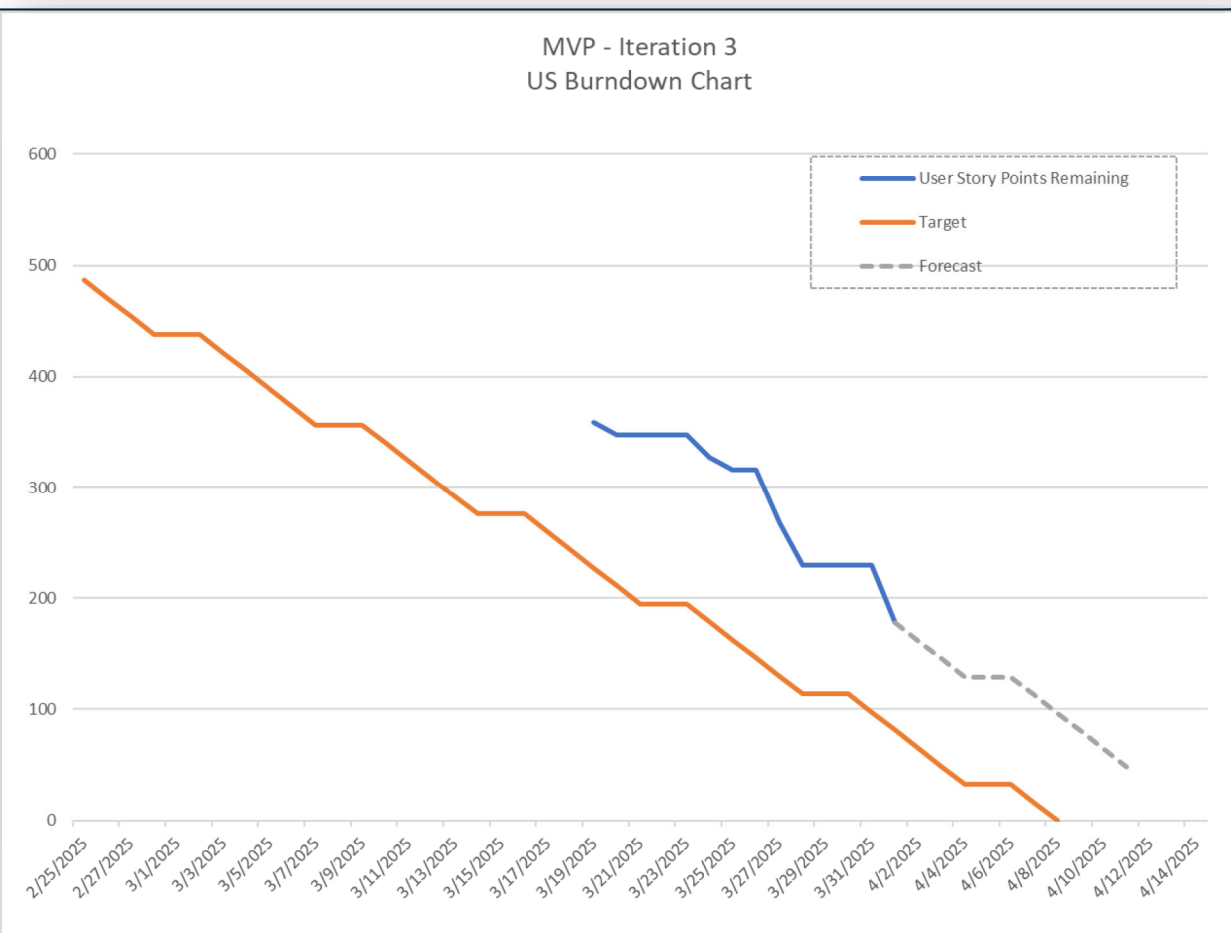


Project Areas / Task Groups (continued)

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

INSPIRE-Plus User Story Points Burndown Charts

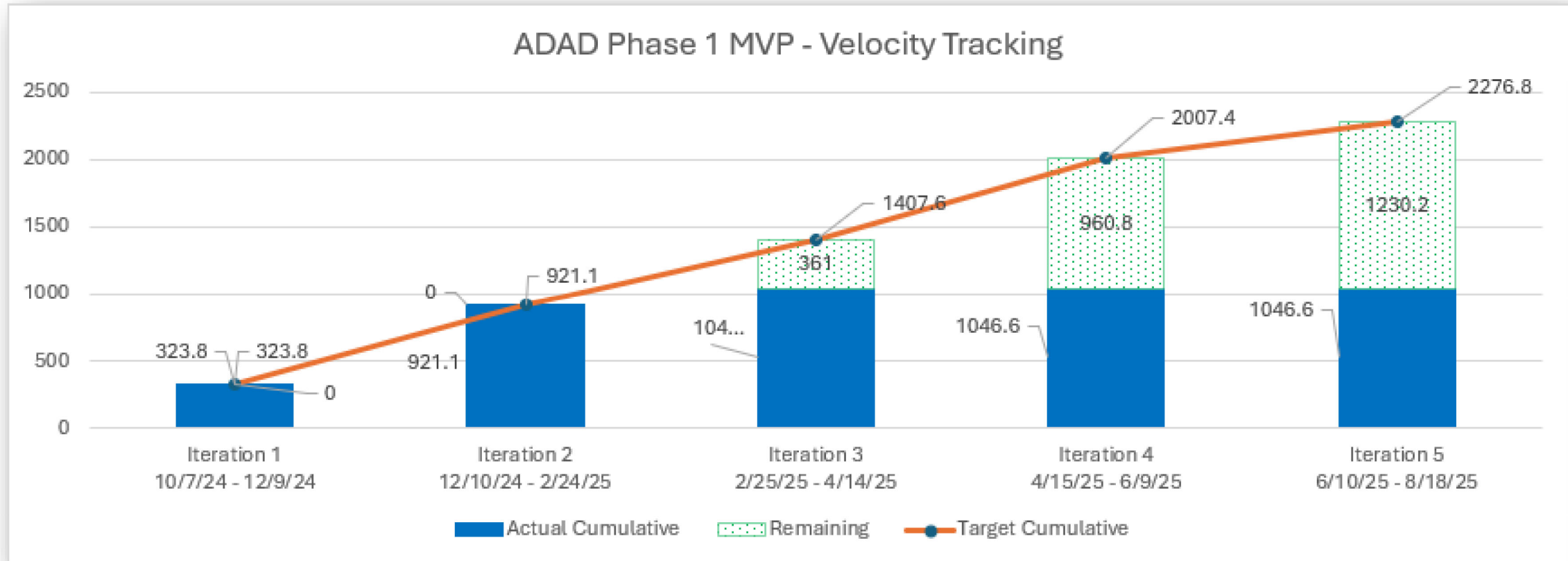
as of 4/1/2025



The burndown currently shows development being behind, which is why the schedule is yellow. This may get somewhat rectified because some of the remaining work is high in User Story Points.

INSPIRE-Plus User Story Points

3/28/2025



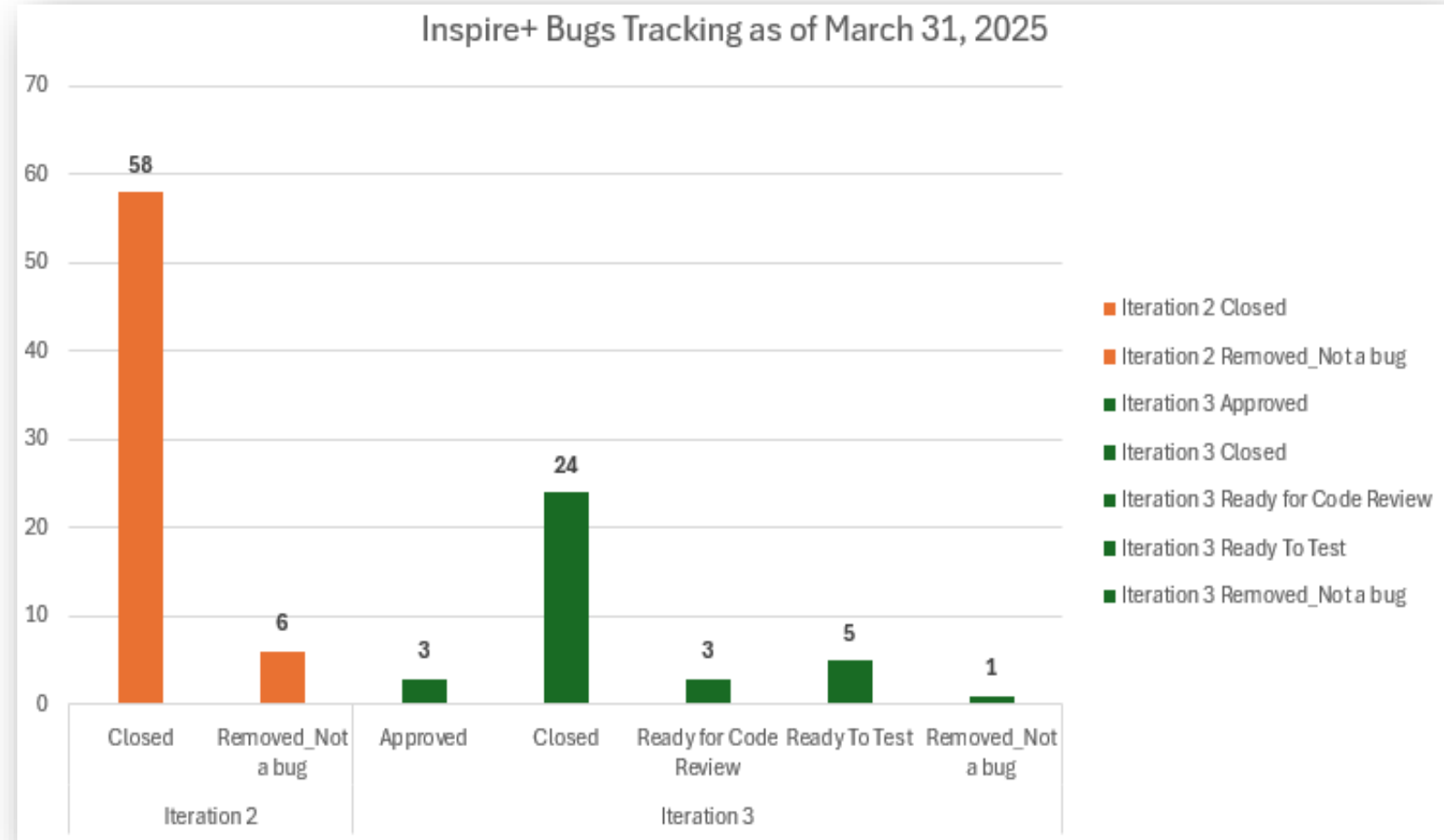
This graphic is courtesy of the SI vendor, and is based on the delivery commitment of 2,179 USP for Phase 1 (the Minimally Viable Product , MVP).

INSPIRE-Plus Project Bug Count

as of 3/31/2025



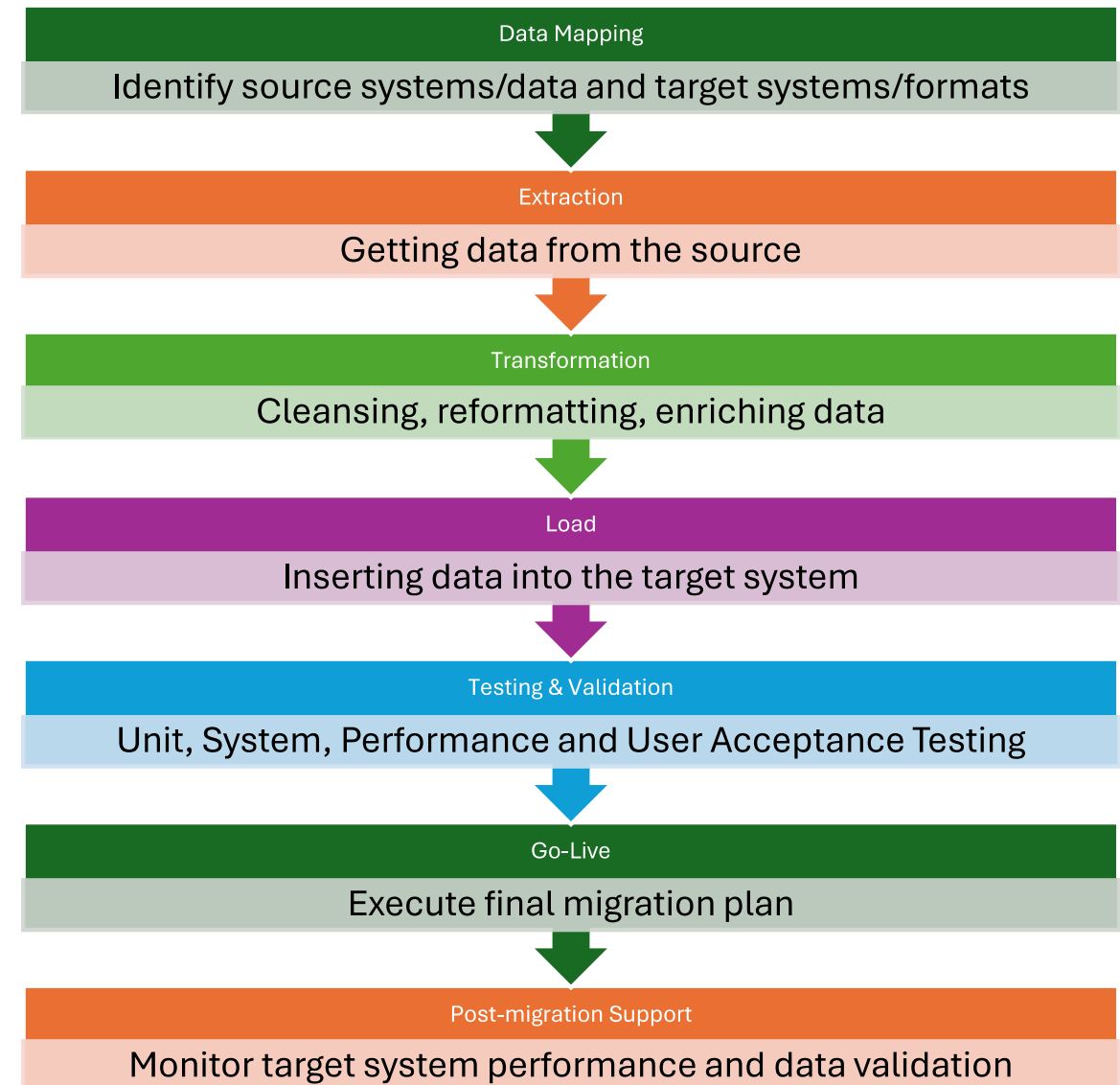
- Iteration 2's High Bug Count in Context: While Iteration 2 had the highest USPs (597.3), it also had the highest number of bugs (approximately 64). This suggests that the increased workload in Iteration 2 might have contributed to the surge in bugs.
- Iteration 3's Efficiency: Iteration 3 (ends April 14, 2025), with 486.5 USPs, had significantly fewer bugs (approximately 36) compared to Iteration 2. This indicates a potential improvement in development quality or process efficiency in Iteration 3.
- IV&V continues to monitor the volume of bugs found and considers it satisfactory at this point, as all bugs are addressed promptly.



INSPIRE-Plus Data Conversion and Migration Process



- Data Migration SMEs have been identified.
- Initial meeting with SMEs was held.
- Working sessions for the Client Matching aspect of the data migration process are being held.
- The project team is working with ETS for data migration needs.
- User Story: Data Mapping – Phase 1
 - To capture the effort required to map columns (fields) from the source tables to the destination tables;
 - Largest User Story in Iteration 3;
 - IV&V has been tracking these numbers weekly and have seen steady improvement.



INSPIRE-Plus Data Mapping Progress



Target Table	Data Load	Phase	Field Mapping Progress	Technical Development Progress
Client	ETL Conversion from WITs to INSPIRE+	1	100%	95%
Funding Source	ETL Conversion from WITs to INSPIRE+	1	90%	0%
Service	Excel Data Import	1	100%	0%
Provider	ETL Conversion from WITs to INSPIRE+	1	100%	100%
Branch/Office	Excel Data Import	1	100%	0%
Level of Care	Excel Data Import	2	90%	0%
Case	ETL Conversion from WITs to INSPIRE+	2	100%	50%
Intake	ETL Conversion from WITs to INSPIRE+	2	100%	90%
Client Contact	ETL Conversion from WITs to INSPIRE+	2	100%	90%
Contact	ETL Conversion from WITs to INSPIRE+	2	100%	0%
Diagnosis Code	Excel Data Import	2	25%	0%
Provider Contract	ETL Conversion from WITs to INSPIRE+	2	90%	0%
Facility	Excel Data Import	2	50%	0%
Funding Award	Excel Data Import	2	50%	0%
Level of Care Determination	ETL Conversion from WITs to INSPIRE+	3	100%	0%
DENS-ASI	ETL Conversion from WITs to INSPIRE+	3	100%	0%
ADAD Assessment	ETL Conversion from WITs to INSPIRE+	3	90%	0%
Consent	ETL Conversion from WITs to INSPIRE+	3	100%	0%
Medication	ETL Conversion from WITs to INSPIRE+	3	100%	0%
Diagnosis	ETL Conversion from WITs to INSPIRE+	3	100%	0%
Allergy	ETL Conversion from WITs to INSPIRE+	3	100%	0%
Contract Period	ETL Conversion from WITs to INSPIRE+	3	100%	0%
Contract Funding Source	Excel Data Import	3	25%	0%
Branch Funding Allocation	Excel Data Import	3	25%	0%
Contract Budget	Excel Data Import	3	25%	0%
Budget Detail	Excel Data Import	3	25%	0%
Purchase Order	Excel Data Import	3	25%	0%
Prevention Plan	ETL Conversion from WITs to INSPIRE+	3	85%	0%
Service Rate	Excel Data Import	3	50%	0%
Facility Staff	Excel Data Import	3	50%	0%
Facility Program	Excel Data Import	3	50%	0%
Facility Language	Excel Data Import	3	50%	0%
Screening (DAST-10)	ETL Conversion from WITs to INSPIRE+	3	100%	0%
Screening (CAGE-AID)	ETL Conversion from WITs to INSPIRE+	3	100%	0%
Client Payor Group	ETL Conversion from WITs to INSPIRE+	3	95%	0%
Screening (BH/BI)	ETL Conversion from WITs to INSPIRE+	3	100%	0%

Target Table	Data Load	Phase	Field Mapping Progress	Technical Development Progress
Disclosed Record	ETL Conversion from WITs to INSPIRE+	4	95%	0%
Provider Referral	ETL Conversion from WITs to INSPIRE+	4	95%	0%
Purchase Order Funding Allocation	Excel Data Import	4	50%	0%
Group	ETL Conversion from WITs to INSPIRE+	4	90%	0%
Planned Strategy	ETL Conversion from WITs to INSPIRE+	4	90%	0%
Outcome	ETL Conversion from WITs to INSPIRE+	4	90%	0%
Problem/Related Behavior	ETL Conversion from WITs to INSPIRE+	4	100%	0%
Factor/Condition	ETL Conversion from WITs to INSPIRE+	4	75%	0%
Program Enrollment	ETL Conversion from WITs to INSPIRE+	4	95%	0%
Funding Award Amendment	Excel Data Import	5	25%	0%
Indicator Measure	ETL Conversion from WITs to INSPIRE+	5	95%	0%
Provider Group	ETL Conversion from WITs to INSPIRE+	5	100%	0%
Treatment Plan	ETL Conversion from WITs to INSPIRE+	5	90%	0%
Group Member	ETL Conversion from WITs to INSPIRE+	6	95%	0%
Expenditure Detail	Excel Data Import	6	25%	0%
Progress Note (Implementation Strategy)	ETL Conversion from WITs to INSPIRE+	6	85%	0%
Progress Note (Group Session)	ETL Conversion from WITs to INSPIRE+	6	65%	0%
Group Session Attendee	ETL Conversion from WITs to INSPIRE+	6	85%	0%
Provider Group Members	ETL Conversion from WITs to INSPIRE+	6	75%	0%
Treatment Team Member	ETL Conversion from WITs to INSPIRE+	6	90%	0%
Needs	ETL Conversion from WITs to INSPIRE+	6	95%	0%
Goals	ETL Conversion from WITs to INSPIRE+	6	95%	0%
Objectives	ETL Conversion from WITs to INSPIRE+	6	95%	0%
Intervention	ETL Conversion from WITs to INSPIRE+	6	95%	0%
Treatment Team Group	ETL Conversion from WITs to INSPIRE+	6	0%	0%
Provider Invoice	ETL Conversion from WITs to INSPIRE+	7	40%	0%
Household	ETL Conversion from WITs to INSPIRE+		100%	0%
Household Member	ETL Conversion from WITs to INSPIRE+		100%	0%
Plan Service	ETL Conversion from WITs to INSPIRE+		60%	0%
Substance Use	ETL Conversion from WITs to INSPIRE+		100%	

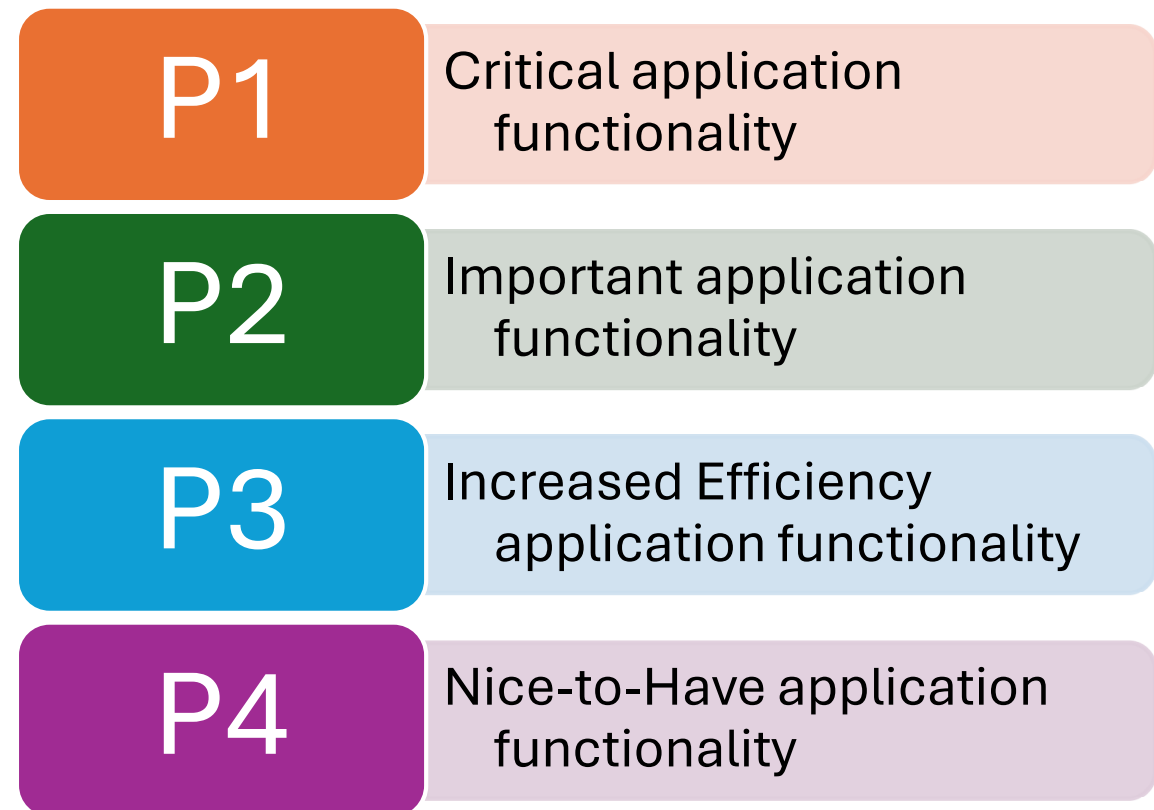


INSPIRE-Plus Change Control Board (CCB)



- Iteration 1 and 2 demos generated 23 functionality requests.
- A Change Control Board (CCB) was established to review and prioritize these requests if accepted.
- Priority 1 and Priority 2 requests will be included in Phase 1 Minimum Viable Product (MVP)
- Other functionality may be removed from MVP if needed to accommodate the approved changes

Priority Levels



INSPIRE-Plus Change Requests

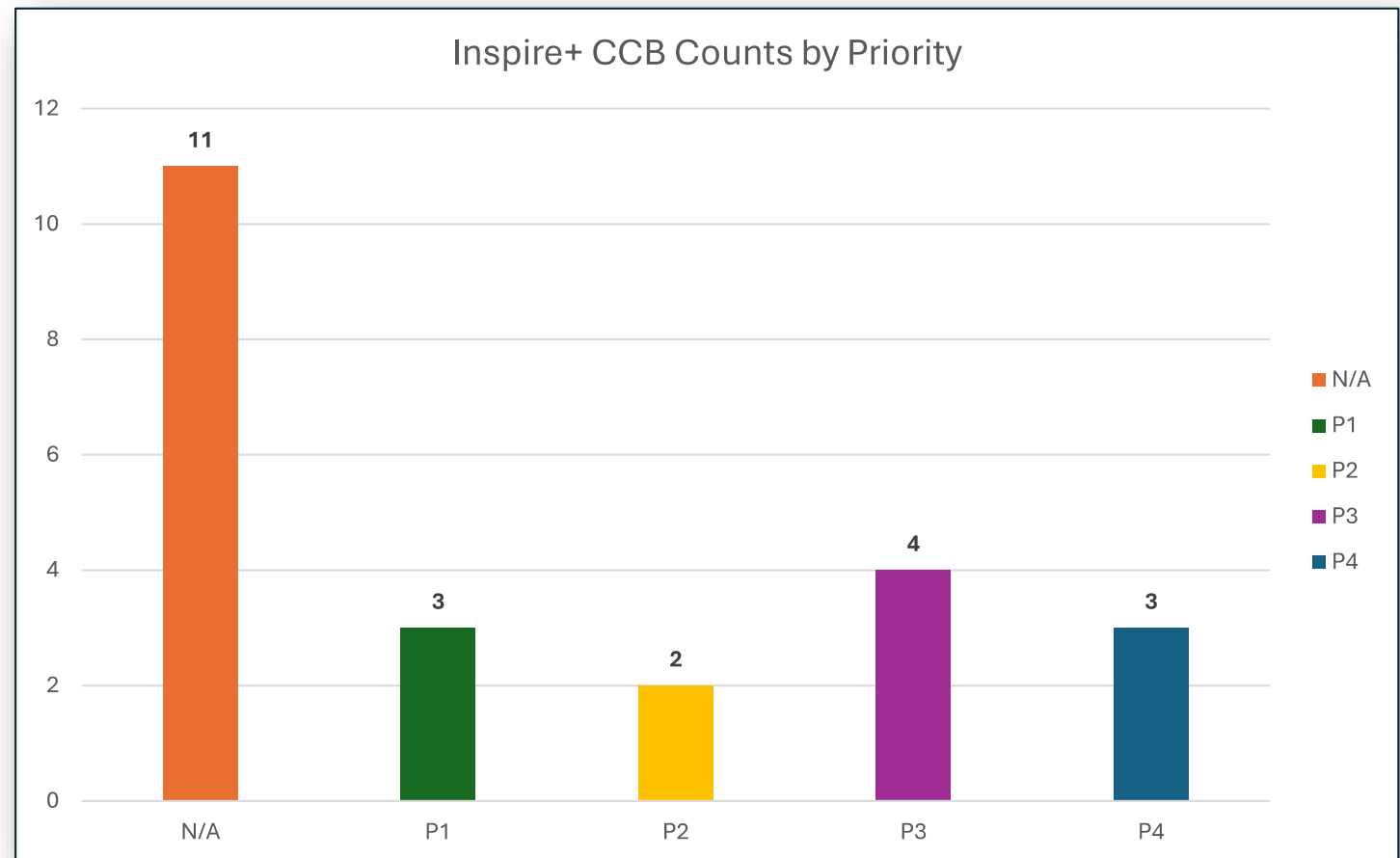
as of 3/31/2025



23 Change Requests after
Iteration 1 and 2 Demos

- **Not Prioritized:** 11 items
- **P1 Priority:** 3 items
- **P2 Priority:** 2 items
- **P3 Priority:** 4 items
- **P4 Priority:** 3 items

P3's and P4's will not be
considered for MVP.



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

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



No.	Type	Category	Date: Title. Description	Priority	Source	Significance	Recommendation
202503-01	Preliminary Concern	Schedule	3/28/25: Development delays. Potential delays if information gathering is not timely for User Story clarification.		IV&V Meeting	While not causing delays at this time, as implementation nears there is less flexibility in the schedule to move development tasks (User Stories) to later Iterations while waiting for information needed to complete current User Stories.	<ul style="list-style-type: none">• Ensure deadlines are given for getting answers.• Increase frequency of follow-up activities while awaiting answers.• Schedule health has been changed to YELLOW to highlight this concern.

As of March 31, 2025, are no open Findings of Priority 1.

Monthly IV&V Risk Identification Report (WP 7) - March 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
			<No new risks were identified in March 2025.>				

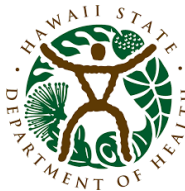
Updates to Existing Risks and/or Issues *

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
202502-01	Risk	3/31/25: During working session to document the User Account set up, ADAD confirmed that they will be creating a process to address this risk, as it is also required for HIPAA compliance. 2/25/25: 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.				3/31/25: Risk Closed Create a formal user attestation process which periodically verifies users’ access rights and permissions based on their roles and responsibilities.

* 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) - March 2025

Decisions and Action Items from Monthly Risk Management Meetings



Date	Decision	Project Area	Approved By
3/28/2025	ADAD indicated it is required to validate user accounts at least annually for HIPAA compliance, which addresses the IV&V-identified Risk of not including user attestation as part of the user account creation/deletion process.	Security	ADAD
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 are included here.

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



Meetings Attended / SI Activities Observed	Date(s) Attended
ADAD Daily Scrum	3/3, 3/4, 3/5, 3/7, 3/10, 3/11, 3/12, 3/14, 3/17, 3/18, 3/19, 3/20, 3/21, 3/24, 3/25, 3/26, 3/27, 3/31
ADAD Twice Weekly Issues Meeting	3/3, 3/6, 3/10, 3/12, 3/17, 3/19, 3/24, 3/27, 3/31
ADAD Weekly Program Status Meeting	3/4, 3/11, 3/18, 3/25
BHA IT Solution Projects Steering Committee Meeting	3/11/2025
ADAD – OCM Touchpoint	3/6, 3/20
Project Alaka’I – OCM Recurring Touchpoints	3/12
Process Mapping: High Level User Account Set Up	3/4, 3/11, 3/18, 3/25
CSAP Strategies discussion	3/6/25
Independent Assessor Questions meeting	3/10/25
INSPIRE+ Data Migration Touchpoint Contracts/Billing	3/13/25
INSPIRE+ Success Measures	3/13/25
INSPIRE+ Survey Response Update	3/14/25
ADAD Resource Mapping (w/RSM)	3/24/25
ADAD INSPIRE+ Continuing Matching Working Session	3/31/25
RSM Project Director & IV&V Project Manager meeting	3/28/25

Monthly IV&V Status Report (WP 10) - March 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>	Throughout the month
Risks, Issues, Assumptions, Decisions (RAID) Log <i>(in and after Twice-weekly Issues meetings)</i>	Throughout the month
ADAD – Weekly Status Reports <i>(in and after Weekly Status meetings)</i>	3/4, 3/11, 3/18, 3/25/2025
Reviewed Re-submitted Data Migration Plan (D17) to assess SI Vendor’s revisions addressing IV&V recommendations	3/4/2025

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

Planned Activities and Deliverable Reviews for April



Description	Planned Start	Comments
Observe ADAD Daily Scrums	4/1/2025	IV&V attends as available; reviews documentation
Attend ADAD Twice Weekly Issues Meetings	4/2/2025	IV&V attends as available; reviews documentation
Attend ADAD Weekly Program Status Meetings	4/1/2025	IV&V attends all; reviews documentation
Attend Project Alaka'I – OCM Recurring Meetings	4/2/2025	Weekly Meeting; IV&V attends as available; reviews documentation as needed
Attend ADAD – OCM Touchpoints	4/3/2025	Bi-weekly meeting with ADAD Project Director; IV&V attends as available; reviews related documentation
Attend Steering Committee Meeting	4/8/2025	Present Monthly IV&V Reports
Attend other project meetings as appropriate	4/1/2025	Process Mapping for User Account Setup; Data Migration meetings; Project Success Criteria w/OCM; other project meetings as they arise
Review and Assess newly-submitted RSM deliverable(s)	4/4/2025	Based on project schedule (in SmartSheet): <ul style="list-style-type: none">• Approved Requirements in ADO (D10)• ADAD User Stories (D11)
Observe Iteration 3 functionality demonstration	4/17/2025	
Prepare and submit Transition Readiness Assessment Report for Iteration 3	4/18/2025	

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



Ratings Definitions




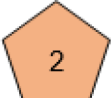

Risks

	Impact How severe would the outcomes be if the risk occurred?				
	Insignificant 1	Minor 2	Significant 3	Major 4	Severe 5
Probability 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





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

