Health plan rebuilds software QA with Cognizant

Leading health payer achieves TMMi Level 5 certification and creates solid foundation for business growth by revamping testing and QA processes with Cognizant

The challenge

Our client, a leading health payer covering more than five million lives, had ambitious business goals that were dependent on major platform migrations and new product development. However, its internal business leaders and developers were deeply dissatisfied in the payer's enterprise software testing and quality assurance (QA) organization. The testing organization had been completely restructured, losing substantial historical testing knowledge and skills in the process. It was clear the company could not manage the platform and data migrations or new products necessary to carry out its business strategy without mitigating the testing and QA issues.

Many silos and no strategy slam QA performance

The client's QA operating and engagement model was ill-defined, and the QA footprint across the organization was not visible. Project reporting was inconsistent, and no line of business or enterprise-level QA score cards existed. Overall, the organization lacked a strategic, ROI-driven approach to automation and performance.

Further, testing strategies were not technology-based. Test estimation approaches were inconsistent. There were no formal quality gates. Automation was minimal, requiring fully manual regression testing. Finally, there was no true ongoing knowledge management capture or application and business process training.

At a glance

Industry
Healthcare

Location
US

Challenge
Improve the performance of the QA and testing organization

Products and Services
TriZetto® Facets®, NetworX Suite® and TriZetto Elements®
Cognizant Quality and Testing
Cognizant Healthcare Consulting
Cognizant TMMi Consulting

Success Highlights

- Achieved a 20-30% improvement in the onboarding SLA, resulting in faster partner onboarding

- Achieved TMMi Level 5, the highest certification level

- Avoided $20.59M in costs over three years

- Rebuilt testing and QA organization

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The approach

The health plan partnered with Cognizant to revamp its entire testing and QA organization, using the Test Maturity Model Integration (TMMi) model as its roadmap. TMMi is a worldwide standard for measuring test maturity and guiding ongoing testing process improvement.

TMMi provided a clear framework for all the processes that make up IT software testing, as well as the entire software delivery process. Step-by-step, with our TMMi framework and guidance, our client developed and improved processes, test systems and knowledge management. The effort involved project management, business requirement teams and analysts and developers.

From the basics to optimization

The strategy mobilized quality, testing and delivery (QTD) to centrally govern QA processes. Standardization, operationalizing a technology-centric QA strategy, ROI-driven decisions and improved knowledge-sharing and skills enhancement were key themes over the multiyear effort. Critical goals included building consistent and repeatable QA practices and processes and developing a common understanding of the QA strategy and approach across the development organization.

Working together, Cognizant and client teams defined a standard framework for test operations, automation and metrics. Tools, optimization, test processes and methodologies were standardized across all QA initiatives and pilot projects across the enterprise. Tool-based enforcement helped ensure QA standards and processes were followed. An enterprise-wide QA balance score card went into effect. Control improved over defect leakage, QA cost and productivity losses.

Key shifts included ROI-driven execution of automation for pilot candidates and maturing the technology-centric approach to testing. Together, we automated more than 5,000 regression test scripts for 32 application areas and built 40-plus solution accelerators. QTD practices were fully operationalized across all IT programs and the projects beneath them.

The QTD team led training and mentoring to help upskill the QA workforce, operationalizing a knowledge management framework and improving overall maturity with QA tools and technologies.

Business outcomes

By year-end 2022, our client's QTD team was officially certified at TMMi Maturity Level 5, the highest level. Our client is the first company in North America to achieve that certification and the first healthcare company globally to do so.

In addition to regaining its credibility throughout the organization, the QA and testing organization used automation, metrics and daily quality insight metrics and dashboards to help the company achieve these results:

- $6.97M cost avoidance in 2022
- $7.54M cost avoidance in 2021
- $6.08M cost avoidance in 2020

QA becomes trusted resource

With the improvements, the QTD team helped deliver more than 1,100 software and process changes to production just as the COVID-19 pandemic hit and its testers all went to full remote work. The projects included refreshing individual and group insurance coverage products and migrating legacy applications to Facets, the Cognizant TriZetto core platform for healthcare organizations.

Now our client's QTD professionals are embedded in product development teams, helping ensure delivery of the key features the business requires.

"We needed to make a change and embark on a journey to continually improve our testing and delivery processes in order to reach our IT goal of 'Delivering with Quality.' Cognizant's focus on continuous improvement, and the TMMi certification process was a game changer to help us get there."

AVP of Quality, Testing and DevOps Delivery

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