SIGNAL 1

INSIGHTS PAPER

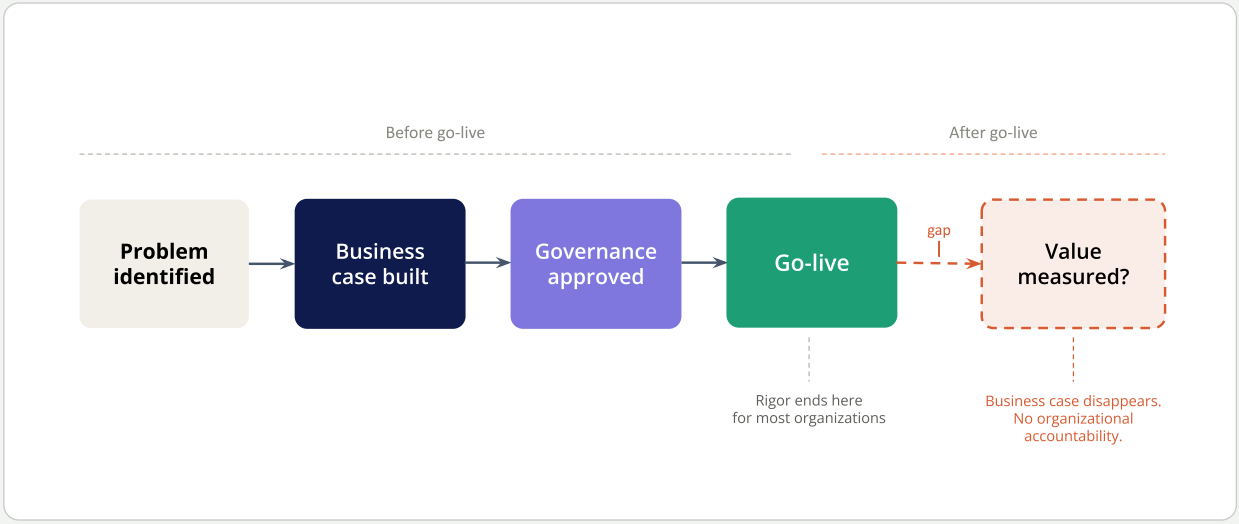
Did the Business Case Actually Happen?

The Missing Step in Healthcare AI Value Realization

One theme we consistently hear from healthcare leaders is that AI investments continue to be scrutinized. AI spending is growing rapidly, the number of available solutions continues to expand, and organizations are being asked to prioritize among an ever-increasing set of opportunities.

Over time, we expect that some types of AI will become everyday productivity tools, just as Google, Slack and Teams have become. The ROI on these types of AI tools will be presumed as they simply become part of how people work.

But today, as the AI market is still unfolding and as health systems work to justify growing AI budgets at a time of shrinking margins, most organizations still need to demonstrate whether AI investments are delivering the outcomes they were intended to create. And many are struggling to do so.



The Business Case Often Dies at Go-Live

Every AI investment begins with a business case; yet, once a solution goes live, organizational attention quickly shifts to training, adoption, and the next wave of AI requests. Few leaders can confidently answer a simple question:

Did the AI actually deliver the value it promised?

Success becomes defined by implementation milestones rather than outcomes. Was the integration completed? Were users trained? Is the solution being used? These are important questions, but they are not the same as asking whether the solution is delivering the clinical, operational, or financial impact that justified the investment in the first place.

Why Measurement Rarely Happens

It turns out that measuring impact is surprisingly difficult.

First, ownership is often unclear. Governance teams oversee approval processes but rarely own implementation, training, or operational outcomes. Clinical and operational leaders own workflow integration but are rarely held accountable for actually measuring outcomes. Finance leaders care about value but are often disconnected from day-to-day application management.

When everyone owns a piece of the process, nobody owns proving the outcome.

Second, the data required to evaluate impact is fragmented. Usage metrics may live in vendor dashboards. Clinical outcomes live in the EHR. Financial results sit in separate systems. Time saved—a common metric used to justify AI investments—is often difficult to measure directly. Even simple questions can require significant manual effort to answer.

Without clear ownership and accessible data, value measurement rarely happens.

The Missing Step: Post-Deployment Value Accountability

The business case should not die after approval – it should become the roadmap for value measurement. As part of the approval process, clear ownership for outcomes should be assigned, success metrics and the necessary data should be identified, and the process for reviewing outcomes after deployment should be defined.

Without this, every value assessment becomes a custom project. With it, measuring AI outcomes becomes a repeatable organizational capability.

This is precisely the gap Signal 1's AI Management System (AIMS) was built to address.

AIMS provides the operational infrastructure that connects AI intake, governance review, metrics definition, post-deployment monitoring, and value measurement into a single system of record. During intake, organizations define the clinical, operational, and financial outcomes that justify an AI investment. Those success metrics remain attached to the solution throughout its lifecycle, alongside governance decisions, risk assessments, and performance monitoring.

By centralizing this information in one platform, AIMS creates visibility and accountability that are difficult to achieve with spreadsheets, committees, and disconnected systems. Leaders can see not only which AI solutions have been approved and deployed, but whether they are being adopted, how they are performing, and whether they are delivering the outcomes that justified the investment in the first place.

From AI Deployment to AI Value Realization

Healthcare's first challenge was learning how to govern AI. Its next challenge is ensuring that AI investments remain connected to the value they were intended to create.

Today, healthcare leaders are being asked to justify nearly every AI investment. Tomorrow, some AI capabilities may simply become part of the everyday technology stack. Regardless, health systems will still need the ability to determine which AI investments are creating value and which are not.

With the right infrastructure, accountabilities and measurement processes in place, demonstrating AI impact becomes far more achievable. Value measurement evolves from an ad hoc exercise into a repeatable organizational capability.