Here is an example of one organization’s use of the Five Pillars of Excellence:

### Pillar Framework

<table>
<thead>
<tr>
<th>Service</th>
<th>Quality</th>
<th>People</th>
</tr>
</thead>
</table>
| • Reduced claims  
• Reduced legal expenses  
• Reduced malpractice expenses  
• Physician Satisfaction  
• Patient Satisfaction | • Improved clinical outcomes  
- decreased nosocomial infections  
• Reduced medically unnecessary days and delays  
• Reduced re-admits  
• Reduced medication errors | • Reduced turnover  
• Reduced vacancies  
• Reduced agency costs  
• Reduced overtime  
• Reduced physicals and cost to orient |

<table>
<thead>
<tr>
<th>Finance</th>
<th>Growth</th>
<th>Community</th>
</tr>
</thead>
</table>
| • Improved operating income  
• Decreased cost per adjusted discharge  
• Improved collections  
• Reduced accounts receivable days  
• Reduced advertising costs | • Higher volume  
• Increased revenue  
• Decreased left without treatment in the ED  
• Reduced outpatient no-shows  
• Increased physician activity | • Increased philanthropy |