

Table 4.2 Simplified Variance Analysis at Hospital X

	<i>Procedure</i>	<i>Variance</i>	<i>Cause</i>
1	Patient admitted to emergency	Two-hour wait in emergency room	• Inaccurate information in database about number of available beds • Shortage of medical intake staff
2	LPN checks temperature & blood pressure	Inaccurate blood pressure reading	• Blood pressure cuff is wrong size for patient's arm
3	Physical exam by doctor	Doctor cannot communicate fully with patient	• Patient's hearing aid has fallen into hospital bedding
4	Nurse treats superficial wounds	No pain medication administered	• Doctor gave a verbal order for medication but it was never written in chart
5	Patient sent to x-ray	Patient has to be moved multiple times to get needed x-rays	• Design of x-ray equipment requires patient mobility
6	Patient admitted to hospital	Placed in shared room with patient who has a viral infection	• Viral infection not recorded in patient database
7	Orthopedic surgery scheduled for fractured hip	Surgery date is two weeks from date of accident	• Surgeon unwilling to change surgery dates of other patients
8	Surgery performed	Nails for hip pinning are out-of-stock	• Inventory and supply shortage
9	Postoperative recovery	Two conflicting pain medications administered; dramatic drop in blood pressure	• Nurse shift rotation • Failure to record one of medications in chart
10	Rehabilitation/physical therapy	Pain and swelling of surgery site limits effectiveness of physical therapy	• Doctor slow to prescribe adequate pain medication • Health plan limits days of physical therapy
11	Determination of home care needs	Social worker recommends home health aide	• Medical insurance does not provide this benefit
12	Patient released	Patient falls in home within two days of release	• Patient unable to care for self • Patient discharged with crutches instead of walker