

Paradox	Latent tension	Salient tension	Rendering factor
1 <i>System-wide patient trajectories but local patient focus</i>	Collaborative issues Unclear operational priorities Ambiguous flow objectives	Overcrowding Clinic expansions	Scarcity (Change) (Plurality)
2 <i>Advocating for less rigidity, but specialization builds rigidity</i>	Scheduling challenges Slow patient transfer Operational inflexibility	Overcrowding Multimorbid patients Lack of OR capacity	Scarcity (Plurality)
3 <i>Mandate with doctors, but flow understanding with nurses</i>	Congestion consequence unawareness Needing coordinating assistance Slow patient progression	Overcrowding Long LoS patients Unmet discharge planning	Scarcity Change
4 <i>Seeking workflow control, receiving workflow disorder</i>	Stressed doctors Needing coordinating assistance Deprioritization of flow	Overcrowding Unmet discharge planning Long LoS patients	Scarcity
5 <i>Seeking routine compliance, receiving routine negligence</i>	Altered treatment plans Lack of long-term planning Unpredictable work days	OR schedule overshooting Incomprehensible decisions Overcrowding	Plurality Change (Scarcity)
6 <i>Believing in proactivity, receiving reactivity</i>	Short planning horizon Little proactive planning Stressful last-minute actions	Long LoS patients Unmet discharge planning Foreseeable avoidable bottlenecks	Change Scarcity
7 <i>Emphasizing statistical feedback, only not for flow</i>	Low flow performance feed-back Unmotivating metrics Lack of best practice comparison	New productivity requirements Unsatisfying performance	Change