**Focus group data**

**Helena’s codes**

1. Simulation provides valuable information  
2. Match the new challenges with the right conditions  
3. The simulation gave new insights on the impact of reduced replacement times  
4. The simulation allows the effects of changes in clear and measurable  
5. The simulation confirms view  
6. requests that the simulation will show that you can save money  
7. The simulation allows the effects of changes in concrete and measurable  
8. The simulation complements an argument with numbers / economy  
9. Simulation can help evaluate a change  
10. Statistics contributes basis to employees when a change is made,  
11. We measure is not always the impact of the changes we are implementing  
12. Desirable continuous measurements to see the effects of the changes implemented  
14. We measure is not always the impact of the changes we are implementing  
15. desirable to be able to show the effects of implemented and proposed changes  
16. The simulation can show what resources a change requires  
17. Simulation can help the argument for a change  
18. There is a need for simple measuring tool for staff who provide proof of (today's) production  
19. The simulation can show the effects of a change of personnel  
20. The simulation can create a link between change directives and change impact  
21. There is a need for simple measuring tool for staff who provide proof of (today's) production  
22. The simulation shows the effects of a change which gives encouragement for the next change  
23. Simulation embodying the effects of a change.  
24. The simulation can show the effects of changing ideas.  
25. Desirable to be able to show that small actions can have large effects.  
26. The simulation method which is good.  
27. Simulation is dependent on the correct and accurate data  
28. The simulation must reflect the reality  
29. Simulation is new for us, but I trust it because the real data have been used.  
30. Errors in - out errors.  
31. Simulation can help argue to implement a change  
32. The simulation can support the arguments for or against a change  
33. The simulation can be in a virtual environment to test a hypothesis without affecting the reality and then save resources  
34. Simulation provides a rough estimate of a change gives the desired effect or not  
35. There are several questions of interest to the method  
36. Simulation can provide support when faced with new challenges  
37. The simulation will be linked to the activities that will implement the change  
38. Operations have skills that are important for simulation  
39. Anchoring of directors and management are important  
40. We need more staff to work with this  
41. Centrally, simulation can be used for issues concerning eg patient flow and staffing  
42. Simulation provides quick response to a change gives the desirable effects, patients need not be subjected unnecessarily.  
43. To work with the simulation can save time and resources and provide insights on new changes  
44. The simulation structure is important for its validity  
45. The simulation must be used together with the staff who will implement changes  
46. ​​The staff's proposed changes can be tested by them themselves in the simulation model to provide insights into the effects and opportunities  
47. Legal persons involved and the correct facts needed to work with simulation  
48. They must have confidence in the simulation model  
49. Operations will be involved when the simulation model is built  
50. The simulation model should reflect the business  
51. The simulation model must be based on accurate data  
52. The simulation fits well to questions about concrete and measurable issues of cost, resources and working hours.  
53. Simulation can be used to make rings and annual schedule plan elective patients.  
54. orthopedics is difficult to plan with the emergency operations.  
55. Good to be involved from the beginning in similar projects and that it is anchored and communicated

**Pamela’s codes**

1. Simulation provides valuable information  
2. Match the new challenges with the right conditions  
3. Simulation gave new insights on the impact of reduced replacement times  
4. Simulation allows the effects of changes in clear and measurable  
5. The simulation confirms our view  
6. Requests that the simulation will show that you can save money  
7. The simulation allows the effects of changes in concrete and measurable  
8. Simulation makes it easier to influence the budget  
9. Simulation can be used as an evaluation tool in the implementation of changes  
10. Using the simulation, you can "evaluate" the effects of various measures  
11. But the simulation can evaluate the impact of the action before it kicks off  
12. Simulation can make the effects of the changes measurable  
13. The simulation allows the effects of changes in concrete and they can be used as an argument in improvement (motivate several changes)  
14. The simulation needs to be complemented with simpler measurement tool that can be used in daily work  
15. The simulation model can be used to feed back the results of changes to the staff group  
16. There is a need for simple tools for the staff to get feedback on how the daily work works  
17. Simulation allows the effects of changes measurable and it can be used as arguments to continue with the changes  
18. The simulation model allows the results of changes in concrete  
19. Interesting that the simulation can be used to test ideas before implementing them  
20. Simulation can be used to test hypotheses  
21. The value and reliability of the simulation depends on the data you put in  
22. Simulation can help us see trends  
23. The value and reliability of the simulation depends on the data you put into it  
24. The results of the simulation can be used as an argument for raising the budget  
25. The simulation model supports the argument that an increase in the operating room were not the solution to the long queues  
26. Excited to test the hypothesis in a data environment because they can be difficult to test in reality  
27. Simulation modeling gave a rough idea of ​​the results of changes  
28. The simulation could help to understand a complex activity, where different parts of the business and the different parameters affect each other  
29. By using simulation you can quickly get a call from the effects of changes compared with that would test the reality.  
30. The simulation can be used to plan resource requirements before an expected increase in patent inflow  
31. The simulation should be used in business or a department level  
32. The employee must be involved and affect change  
33. Someone must be responsible for Simulation and change work  
34. There should be a central interest of the organization to work with simulation  
35. The simulation can be used to understand the measures that would have an effect, even in parts of the business that you do not have a direct impact on.  
36. You can obtain the effects of the changes faster than if you were to test in reality  
37. You can test changes without impacting patients  
38. By testing changes in a simulation model can save time and resources  
39. It is exciting to work with simulation model  
40. It is important to enter the correct data in the simulation model  
41. The simulation can show the need for efficiency, which in turn can have a negative effect on employees.  
42. The proposal is being tested in the simulation model must come from the employee  
43. Staff must think it's fun to work with the simulation model / improvement for it to work.  
44. Important to put the right data in the simulation model  
45. You must have different categories for securing the right parameters, otherwise the results will be useless.  
46. ​​The staff have a little on the model for it to work  
47. The model must be validated in business  
48. You need to have a dialogue to ensure that the right parameters are used  
49. S need to focus on projects that can be implemented  
50. The simulation model can be used to answer questions about economy  
51. The simulation model can be used to get people to understand what things cost  
52. The simulation model can be used to get people to understand what things cost and use resources in an intelligent way  
53. Simulation can answer specific questions and receive  
54. The simulation can be used to measurable parameters  
55. Exciting to use the simulation to take account of what things cost  
56. The simulation could be used to test changes in working hours  
57. The simulation could be used to justify changes in working hours that people do not believe in  
58. The simulation could be used to plan the elective flow  
59. It will report the results of the simulation model for the management team  
60. The Working Group must be involved from the beginning when you work with simulation  
61. The group is working with the simulation should not be too large  
62. Simulation project must be grounded in the organization