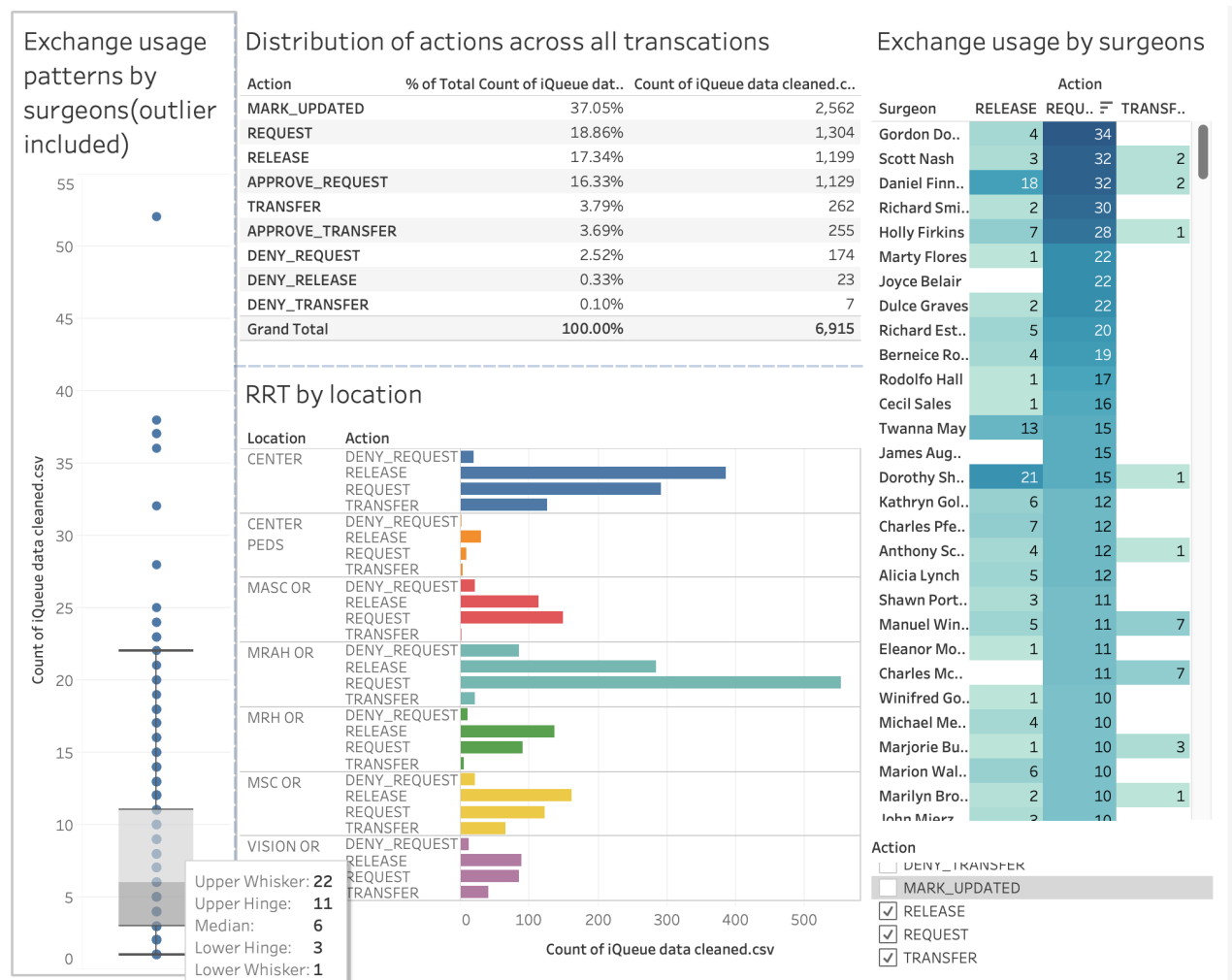Dear investors, since we launched the *iQueue* in January 2019, in seven months, we approximately saved 11642 hours of Operating room underutilization and created 1455 more possible surgeries across hospitals. The *Exchange* module within iQueue allows the surgeons to make adjustments to releasing, requesting and transferring (OR) Operating Rooms. Across a total of 6915 unique transactions, there are 255 approved transfers, 1129 approved requests, and 1199 releases of the OR made by 355 surgeons. The adoption of the *Exchange* module is successful according to the approval rate.

Exchange usage patterns by surgeons(outlier included)

Distribution of actions across all transcations

Action	% of Total Count of iQueue dat..	Count of iQueue data cleaned.c..
MARK_UPDATED	37.05%	2,562
REQUEST	18.86%	1,304
RELEASE	17.34%	1,199
APPROVE_REQUEST	16.33%	1,129
TRANSFER	3.79%	262
APPROVE_TRANSFER	3.69%	255
DENY_REQUEST	2.52%	174
DENY_RELEASE	0.33%	23
DENY_TRANSFER	0.10%	7
Grand Total	100.00%	6,915

RRT by location

Exchange usage by surgeons

Surgeon	RELEASE	REQU..	TRANSF..
Gordon Do..	4	34	
Scott Nash	3	32	2
Daniel Finn..	18	32	2
Richard Smi..	2	30	
Holly Firkins	7	28	1
Marty Flores	1	22	
Joyce Belair		22	
Dulce Graves	2	22	
Richard Est..	5	20	
Berneice Ro..	4	19	
Rodolfo Hall	1	17	
Cecil Sales	1	16	
Twanna May	13	15	
James Aug..		15	
Dorothy Sh..	21	15	1
Kathryn Gol..	6	12	
Charles Pfe..	7	12	
Anthony Sc..	4	12	1
Alicia Lynch	5	12	
Shawn Port..	3	11	
Manuel Win..	5	11	7
Eleanor Mo..	1	11	
Charles Mc..		11	7
Winifred Go..	1	10	
Michael Me..	4	10	
Marjorie Bu..	1	10	3
Marion Wal..	6	10	
Marilyn Bro..	2	10	1
John Mierz..	3	10	

Action
- ☐ DENY_TRANSFER
- ☐ MARK_UPDATED
- ☑ RELEASE
- ☑ REQUEST
- ☑ TRANSFER

However, the overall adoption among surgeons still needs improvement. The median of Exchange usage (combine release, request, and transfer transaction) is 6, and the middle 50% of usage is 3~11. There are also 42 surgeons who only used it once in the seven months while some surgeons used it extensively. What we learned from the distribution of the box plot is that surgeons have a wide range of usage frequencies. We noticed that the MARH OR has way more requests and deny request transactions than any other OR. It could be a signal that surgeons are repeatedly sending the same request by accident. The opportunity for future adoption of *iQueue* is decreasing the denial rate on requests. When the scheduler sends the denial transaction, the system will also generate alternative times and rooms back to the surgeon who makes the request. We also noticed that the number of transfer transactions is generally low. To better utilize the transfer function, I think we can create a notification system that alerts the surgeon who currently holds the OR timeslot to transfer it to other surgeons requesting an OR.