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To whom it may concern,

I had the pleasure of working with Felix at Utah Partners for Health, where he consistently demonstrated strong initiative and a collaborative spirit that made a tangible difference across multiple departments.

Felix built and maintained custom monthly dashboards for our department heads - including Medical, Dental, and Behavioral Health-that surfaced critical metrics like encounter volume, payor mix, no-shows, and cancellations. His work enabled faster, data-driven decision-making and gave our leaders the insights needed to steer their teams effectively.

Beyond his core responsibilities, Felix stepped up to support Pharmacy Finance with 340B reconciliation, QuickBooks matching, and month-end summaries-taking pressure off the Pharmacy Department and saving valuable time. He also created automated Excel scripts for our Billing Manager that flagged encounter errors and suggested corrections, dramatically reducing manual effort and improving accuracy.

Felix tackled ad hoc analyses for me personally, including patient attrition trends and profitability breakdowns of dental procedures, which were invaluable for strategic decisions and marketing efforts.

He brought curiosity, technical skills, and a mindset focused on making other teams more efficient. Any organization would benefit from his analytical abilities and proactive approach.

Best regards,  
Ladd Larsen  
Chief Operating Officer  
Utah Partners for Health