

Rajesh Bhakta M.D.

Associate Medical Director, Optum Arizona

**Associate Professor University of Arizona Medical School, Phoenix
Campus**

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To Whom It May Concern:

It is with great enthusiasm and complete confidence that I recommend Jay Priebe for a senior executive leadership position. As Vice President of Clinical Operations for Arizona, Jay has been an exceptional leader whose strategic vision, operational excellence, and people-first approach have consistently delivered outstanding results across the organization. Having worked closely with Jay over the past several years, I have witnessed firsthand his ability to drive transformative change while building high-performing teams—qualities that make him an ideal candidate for senior executive roles.

Jay has delivered measurable, organization-wide impact across multiple critical areas. He led the successful improvement of patient visits per day across all clinics, significantly enhancing access and capacity. He drove substantial gains in HEDIS measures, elevating the quality of care we provide to our patients. Under his leadership, the call center was transformed into a more efficient and responsive operation, while Patient Experience scores rose markedly. Jay also spearheaded the opening of the Metro Center Clinic, successfully launched a new radiology and ultrasound department at Warner, Metro Center, and Sun City, and oversaw the seamless implementation of the new Epic EMR system across all Arizona Optum clinics. These initiatives required exceptional project management, cross-functional coordination, and change leadership at scale.

Jay has also demonstrated strong financial and operational acumen. He led the consolidation of clinics to reduce overhead while maintaining or improving service levels, improved internet infrastructure across our sites to support modern clinical operations, and created greater accountability and engagement among clinic operations managers. In a

challenging economic environment marked by staffing shortages and rising costs, he achieved excellent staff retention through focused leadership and support. His ability to balance cost efficiency with quality and employee satisfaction has been remarkable.

Beyond metrics, Jay is an outstanding people leader. He has significantly improved clinician engagement by fostering open dialogue, recognizing contributions, and creating an environment where providers feel heard and supported. His communication skills are exceptional—he articulates vision clearly, listens actively, and navigates difficult conversations with professionalism and empathy. When complex challenges arise, Jay excels at managing and navigating limited resources, building creative solutions, and aligning stakeholders toward shared goals. He leads with integrity, decisiveness, and a calm presence that inspires confidence even in high-pressure situations.

Jay possesses the strategic mindset, operational depth, and executive presence necessary for senior leadership. He thinks at the enterprise level, anticipates future needs in a rapidly evolving healthcare landscape, and builds sustainable systems that position organizations for long-term success. His collaborative style, combined with the ability to make tough decisions, makes him uniquely qualified to partner effectively with clinical, financial, and administrative leaders.

In summary, Jay Priebe is one of the most capable and effective healthcare operations leaders I have had the pleasure to work with. He has already proven he can elevate performance at scale, and I am certain he will deliver exceptional results in any senior executive role. I recommend him without reservation and would be happy to discuss his qualifications in greater detail.

Sincerely,

A handwritten signature in black ink, appearing to be 'RJB' with a long, sweeping horizontal line extending to the right.

Rajesh Bhakta MD