

Otolaryngology Associates

Ear, Nose & Throat Medicine & Surgery
Head & Neck, Cosmetic & Reconstructive Facial Surgery

February 19, 2025

To Whom it May Concern:

Tessa Klein served as an intern for Otolaryngology Associates from 05/2022-08/2022 assisting us with a data analysis project we implemented to streamline processes in records retention and data workflow. We met Tessa through her mother, a partner in the practice. After interviewing Tessa, the decision was made to engage her to take ownership of this project.

We gave Tessa the conceptual framework for the desired output, familiarized her with the systems in which she could locate the embedded data, and met with her periodically to ensure she had a forum to talk through issues she identified that were outliers to the original scope as well as serving as a sounding board for modifications beyond the original conceptual framework that she believed would be worthwhile to implement.

My background is not in data analytics; however, my responsibilities include identifying and utilizing data to serve as the baseline for strategic imperatives undertaken by our group. As such, my analysis of Tessa is not of her formalized data skills, but rather her ability to work as a member of a team, her ability to take direction as well as attacking a project without day-to-day explicit supervision.

One of Tessa's great talents is to work as a member of a team. Those she worked with on this project had positions that were more transactional than theoretical, however, Tessa was able to synthesize the rationale for those tasks each of them performed and glean how to build a better mousetrap. I have seen consultants do similar work. The difference with Tessa is that her output included building buy-in for those with which she worked. Often the consultant's output is a sterile model that the client is left to apply and implement. I never sensed an "us versus them" mindset with Tessa or those she worked with throughout this project which is a testament to her.

On the rare occasions where the path Tessa chose to identify or aggregate data were a bit off, Tessa did not dwell on that misstep or become defensive about it, but rather seamlessly shifted gears to get back on path.

Another skill Tessa demonstrated during her tenure with us was the ability to digest technical information and quickly understand it. Ours, like most environments/industries, is chock full of concepts and terminology that is not intuitive nor sometimes logical to those outside our four walls. Not only was Tessa

North Main Office

11725 Illinois St.
Ste. 445
Carmel, IN 46032
317-844-7059
800-540-2156
317-573-4352 Fax

South Main Office

5255 E. Stop 11 Rd.
Ste. 400
Indianapolis, IN 46237
317-882-4288
800-817-8039
317-881-4177 Fax

East Main Office

1400 N. Ritter Ave.
Ste. 230
Indianapolis, IN 46219
317-355-2960
317-355-7784 Fax

20 Physicians

Michael A. Agostino, M.D., F.A.C.S.
Valerie A. Ball, M.D., F.A.C.S.
Richard J. Biggerstaff, M.D., F.A.C.S.
Benjamin J. Copeland, M.D., Ph.D.
Heidi M. Dunniway, M.D.
Thomas H. Fairchild, M.D., F.A.C.S.
David J. Fang, M.D., F.A.C.S.
John D. Goldenberg, M.D., F.A.C.S.
Jason J. Gutt, M.D.
Lauren A. Hansen, M.D.
Nicole R. Klein, M.D., F.A.C.S.
Eric Y. Knoll, M.D., F.A.C.S.
Clement J. McDonald III, M.D., F.A.C.S.
Thomas E. McSoley, M.D., F.A.C.S.
James D. Miner, M.D., F.A.C.S.
Michael W. Myers, M.D., F.A.C.S.
Maximillian S. Newell, M.D., F.A.C.S.
Laryn A. Peterson, M.D.
Sarah A. Soltis, PA-C
Charles J. Zeller, D.O.

16 Offices

Avon
Carmel
Fishers
Greencastle
Greenfield
Greenwood
Indianapolis
Kokomo
Lafayette
Mooresville
Martinsville
Noblesville
Shelbyville

quick on the uptake, but she also demonstrated an ability to understand how the dominos were set to fall once she was introduced to new processes. This was especially impressive because Tessa was not serving as an underling to a more senior project manager but rather functioning with a great amount of independence.

As we all know, independence is a double-edged sword. Tessa demonstrated the ability to work independently, however, keep all well-informed on the progress she was making and any roadblocks she encountered. In my opinion, her ability to juxtaposition this independence with her ability to integrate herself with others whose work would be impacted by the project's end goals were the most remarkable qualities Tessa demonstrated.

In retrospect, Tessa's performance was superlative in her own right. Selecting her allowed us to hit the ground running and not waste time sourcing other candidates. One of the sayings I am fond of is, "Talent does not always come with attitude; however, attitude will acquire talent." I surmise that our project and its related data was not something that Tessa would see herself committing to for a career. The way she engaged herself throughout that project allows me to project that whatever she does make a career commitment towards will undoubtedly yield success.

Sincerely,

A handwritten signature in black ink, appearing to read "Timothy J. Hornung". The signature is fluid and cursive, with a long horizontal stroke at the end.

Timothy J. Hornung

Administrator

Otolaryngology Associates, LLC

10201 N Illinois, Suite 110

Carmel, IN 46290

Email: thornung@otolaryn.com