



# ROCKING HORSE COMMUNITY HEALTH CENTER

2024 ANNUAL REPORT

# CONTENTS

- 3 | Reflecting on our Year, Looking to the Future**
- 4 | 2024 Financials**
- 6 | Patient & Service Statistics**
- 8 | Community Partners**
- 9 | Staff Developments**
- 10 | Meet the Leadership**
- 11 | Looking Ahead**
- 12 | Letter from the Rocking Horse Staff**
- 13 | Real Patients, Real Stories**



## REFLECTING ON OUR YEAR, LOOKING TO THE FUTURE

Each year, I pause to reflect not only on what Rocking Horse Community Health Center has accomplished, but on why we do this work. The heart of our mission has always been people: our patients, our staff, and the community we serve. We meet individuals at some of their most vulnerable moments, and what we offer is more than care. It's connection, compassion, and the reassurance that they are seen, heard, and valued. As I think about what's next, I'm reminded that growth must never come at the expense of that human touch; it should deepen it.

I am very encouraged when I think of the years to come at Rocking Horse. We're working to build a culture defined by pride, professionalism, accountability, and transparency. Our Madison County expansion and additional comprehensive services for women will allow us to meet more patients where they are, while our focus on development, community engagement, and fundraising ensures we remain sustainable and ready for the future. We know we can't solve every problem alone, but by linking arms with our community partners, we can move farther, together.

Innovation will continue to be a driving force. We're exploring AI tools, patient self-scheduling, and mobile dental and vision services for children. Our new Health Information Technology team is helping us use data to improve patient health outcomes and experiences, and foster sustainable workloads. Additionally, telehealth remains an essential bridge for those seeking convenient, affordable care.

Every step forward is guided by one question: how can we make healthcare more accessible, more personal, and more effective?

Our strength lies in our relationships with each other and with the communities we serve. Challenges will come; funding shifts, workforce shortages, uncertainty; but our mission remains steady. The opportunities before us are vast, and our vision is clear: to keep building a healthier, more connected community for all.

Thank you for joining us on this journey.

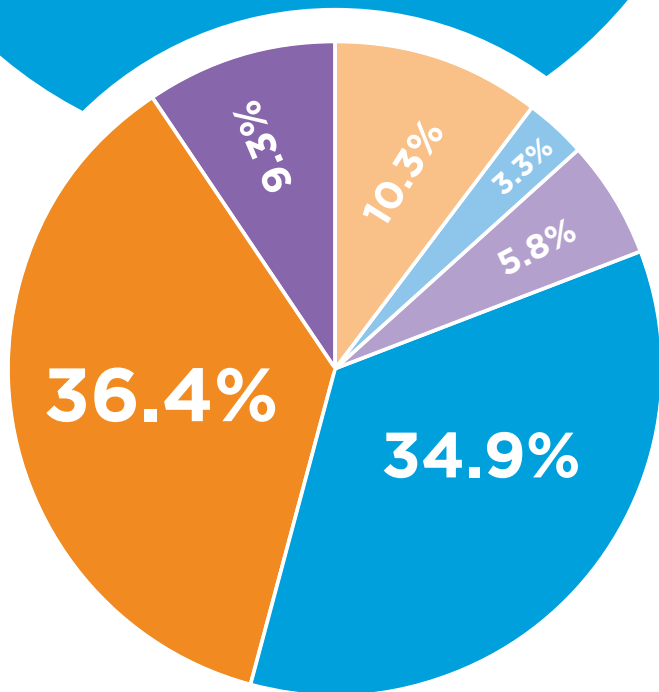
**DR. YAMINI TEEGALA**  
Chief Executive Officer



# REVENUE

**Total Revenue**  
**\$28,862,478**

**Total Expense**  
**\$28,914,864**



## 2024 FINANCIALS

### FINANCIAL CHANGES IN 2024

- Federal funding has stayed the same for ten years.
- Pharmacy revenue increased by 75% from 2023 to 2024.
- An incredibly generous gift from the Wilson Sheehan Foundation of \$100,000 provided the groundwork for a major improvement in our Pharmacy in 2024.
- Our Pharmacy purchased one Parata Pharmacy Dispensing Machine to assist with a growing demand in our Pharmaceutical services. The machine can handle about 50% of the fill requests we receive, saving about six to eight hours of work per day.

Primary Medical Coverage		
	2023	2024
Medicaid/Managed Medicaid	67%	65%
Private Insurance	18%	18%
Medicare	8%	8%
Uninsured/Self-Pay	8%	10%

### Funding Percentages

- 36.4%** Program Income (pharmacy)
- 34.9%** Program Income (insurance reimbursement)
- 10.3%** Government Grants
- 9.3%** Other Income
- 5.8%** Private Donations
- 3.3%** Non-Government Grants

Patient Poverty Levels		
	2023	2024
100% & Below	47%	46%
101-150%	13%	11%
151-200%	7%	6%
Over 200%	10%	9%
Unreported	24%	29%

Expenses by Category		
	2023	2024
Direct Patient Care	82.8%	84.7%
General & Administrative	16.2%	14.5%
Fundraising & Outreach	1.0%	0.8%

Annual Revenue by Category		
	2023	2024
Net Patient Revenue	34.5%	32.6%
Federal Grants	11.0%	11.4%
Grants & Contributions	9.9%	13.8%
Pharmacy Revenue	39.7%	36.8%
Other Revenue	4.9%	5.4%

### 2024 FINANCIAL AUDIT FINDINGS

A financial audit was completed in 2024. The non-profit portion of the audit had no findings. The program portion included one minor finding related to time and effort certification: a procedural requirement for federal funding. This finding did not reflect any misuse or mismanagement of funds. In 2025, Rocking Horse updated its policies to ensure full alignment with federal guidelines moving forward.

After reviewing our 2024 funding, Rocking Horse Leadership recognizes the need to return to stronger community-based support in the years ahead. While government grants have played an important role, we know that true stability comes from the people who believe in and stand behind our mission. Moving forward, we'll look more to our community for partnership through donations, advocacy, and shared purpose to continue providing compassionate care to those who need it most. When our community invests in one another, we all grow stronger together.



# PATIENT & SERVICE STATISTICS

## ACCESS & EQUITY

Because of the generous donations of our partners and community members, Rocking Horse was able to provide services to 2,224 patients in 2024 regardless of their ability to pay. Additionally, 596 patients were able to utilize our sliding fee scale to assist in making their payments for the medical services they received.



## THE HEALTH CENTER AT SPRINGFIELD HIGH

### Grand Opening: August 2024

The Health Center at Springfield High served 686 patients across 1,140 total visits. Most of the patients were children, with pediatric cases making up 72% of those seen. 62% of all visits came from individuals connected to Springfield City School District. Of the total visits, 522 were for medical care while 618 focused on behavioral health, showing strong demand for both types of support.

# Patients Served 15,418

2023: 14,950

## Returning Patients 13,718

## New Patients 1,700

## VISITS BREAKDOWN

Medical: 44,170

Dental: 3,281

Behavioral Health: 19,463  
SUD Visits: 1,063

Pharmacy Prescriptions Filled: 76,502



## COMMUNITY IMPACT

### The James E. Sheehan Health Bus

In 2024, our health bus made 181 planned stops around our community to provide health screenings, well care visits, sick visits, vaccines, and chronic condition management.

To view the current month's schedule, visit our website at [rockinghorsecenter.org/the-james-e-sheehan-health-bus/](https://rockinghorsecenter.org/the-james-e-sheehan-health-bus/).



# COMMUNITY PARTNERS

At Rocking Horse Community Health Center, we believe strong partnerships create stronger communities. We're deeply grateful to our community partners whose generosity, collaboration, and shared commitment help us expand access to care, support local families, and build a healthier future for all.

A few projects that were directly impacted by our Community Partners in 2024 include our Patient Advocacy Department, our food pantry, and our car seat initiative. From the bottom of our hearts, thank you to our Partners and your ongoing support for your fellow community members. Together, we make a lasting difference.

## The Springfield Foundation

In honor of their 75th Anniversary, The Springfield Foundation pledged \$75,000 to the Health Center at Springfield High over the next five years to support our mental health initiatives.

## Young's Jersey Dairy

To celebrate the opening of their new carousel, Young's Jersey Dairy raised \$103,000 for Rocking Horse through brick and animal carousel sponsorships, including a direct donation from Young's for \$38,000.

## ADDITIONAL COMMUNITY PARTNERS

- CareSource
- City of Springfield
- City of Springfield Police Department
- Clark County Combined Health District
- Clark County Department of Job & Family Services
- Community Health Foundation
- Congressman Turner's office
- Governor DeWine's office
- Huntington Bank
- Second Harvest Food Bank
- Springfield City School District
- United Way of Clark, Champaign, and Madison Counties
- The Young Woman's Mission of Springfield, Ohio



# STAFF DEVELOPMENTS

## INVESTMENTS IN STAFF TRAINING, WELLNESS, & RETENTION

### Retention Focus

- Significant efforts were made to strengthen staff retention.
- Turnover: 39 employee terminations in 2024.

### Manager Development

- Launched a monthly Middle Manager Meeting to engage department managers and supervisors.
- Meetings serve as open forums to discuss challenges, share successes, and identify training and development opportunities.

Additionally in 2024, we celebrated nine graduates from Clinical Assistant (CA) to Medical Assistant (MA) program – a milestone that celebrates the dedication of our clinical team members who advanced their careers while balancing their regular work. Through after-hours and lunch-hour classes, as well as on-the-job training, participants gained the knowledge and experience needed to become certified Medical Assistants. Each graduate successfully passed the state certification exam, and this achievement proudly represents our third class to complete the program.



Total Employees  
**244**

As of December 31, 2024  
2023: 225

New Hires  
**80**

2023: 71

# MEET THE LEADERSHIP

The Leadership Team and the Board at Rocking Horse Community Health Center is dedicated to guiding our mission with vision and purpose. As we look ahead, our focus remains on expanding access to care across the communities we serve and strengthening our presence in Madison County.

We're also investing in a thriving workplace culture that prioritizes engagement, retention, and satisfaction among our team. These priorities reflect our unwavering commitment to providing exceptional, patient-centered care while nurturing a supportive and positive environment for both patients and staff.

## LEADERSHIP



**Dr. Yamini Teegala,**  
CEO



**Dr. Carol Barlage,**  
CMO



**Stacy Lee,**  
COO

**Nettie Carter-Smith**, Director of Community Relations  
**Dawn Byers**, Director of Billing  
**Erin Hanson**, Director of Pharmacy  
**Jennifer Hazelton**, Director of Madison County Services  
**Christy Detrick**, Director of Nursing  
**Andrew Hershberger**, Controller  
**Beth Lepisto**, Director of Human Resources  
**Amanda Ambrosio**, Executive Director SBHC  
**Dr. Andres Barrero Ortiz**, Assistant Medical Director  
**Lisa Saunders**, Director of Quality  
**Kelly Fischer**, Director of Behavioral Health

## BOARD MEMBERS

Out of our 13 board members, 7 are currently patients at Rocking Horse receiving services.

**Dr. Cynthia Richards**, President  
**Candace Copeland**, Vice President  
**Phil Teusink**, Treasurer  
**Ed Leventhal**, Secretary  
**Ben Merick**, Member at Large  
**Debbie Smith**  
**Dr. Jo Blondin**  
**Ginger Kronk**  
**Jim Doyle**  
**Jennifer Taft Young**  
**Stephen Massey**  
**Suzie Carey**  
**Veronica Little**

# LOOKING AHEAD

Over the next few years, Rocking Horse Community Health Center will focus on building a strong culture of pride, professionalism, accountability, and transparency. The team aims to reach more people across its service area by expanding its patient base and strengthening community engagement and fundraising efforts.

A key priority is the Madison County expansion project, which will increase access to care and add new services. This growth will help Rocking Horse serve more families and improve health outcomes in the region.

To meet the community's changing needs, Rocking Horse is raising awareness about its role, building financially sustainable care models, and working closely with local partners. The goal is to provide essential care efficiently, without duplication, and continue improving health and wellness for all.



# LETTER FROM THE ROCKING HORSE STAFF

As we look back on 2024, we're grateful for another year of growth, progress, and community partnership. This year, we served more than 15,000 patients, expanded our programs, and strengthened connections across the region. From the James E. Sheehan Health Bus to our growing pharmacy, the School Based Health Center, and new technology investments, every improvement was made with one goal in mind: better care for every patient.

We're especially proud of the teamwork and generosity that made it all possible. Community partners, donors, and volunteers helped us expand access, improve services, and keep our mission strong. Together, we built the foundation for what comes next: our Madison County expansion and continued innovation in telehealth, mobile care, and integrated services.

With your support, we'll keep growing, adapting, and caring for our neighbors with compassion and purpose. Thank you for being part of the Rocking Horse family!

With gratitude,

**THE STAFF OF ROCKING HORSE  
COMMUNITY HEALTH CENTER**



# REAL PATIENTS, REAL STORIES

Thank you to the following patients for sharing how Rocking Horse positively impacted their healthcare journey.

This mother has 4 children who are all patients at Rocking Horse Center (RHC) between the ages of 15 and 11 years old. She has been bringing her children to RHC since the end of 2011. All of the children have some health disparities, but she felt the most successful story has been with her oldest child, who has cerebral palsy.

He was born at 22 weeks of gestation, weighing only 14 ounces, and spent over 10 months in different Neonatal Intensive Care Units (NICU), being transferred to various hospitals to ensure the best care for his health conditions.

Once discharged to go home, he needed a reliable primary care provider (PCP) to ensure that he remained as healthy as possible. He was having surgery every other week on growths in his respiratory tract. He needed to be seen by his PCP during the weeks he wasn't having surgery to make sure everything was okay.

He was significantly immunocompromised; he had recurrent respiratory papillomatosis, and he also had a G-tube. His PCP at the time he was discharged from the NICU was not Rocking Horse. His mother was upset that when she would take him to his appointments, she felt like they would be left in the waiting room for too long, exposing him to germs. She stated, "It also felt like everyone, including the staff, would just stare at us like we were just something to look at," and she felt like the staff were afraid of his g-tube.

As a result, his mother decided to switch his PCP to Rocking Horse when he was about 2 years old, and she described the change of care as "miraculous." She noted that Rocking Horse helped keep Ayden healthy by changing dressings, coordinating care with his specialty care team, monitoring him between specialty care appointments, and assisting her with ordering incontinence supplies and medical equipment, among many other services.

His mother stated that the team approach and the emotional support from RHCHC are also miraculous. He has had over 70 surgeries in the first 15 years of his life. Athena said that between the care from Rocking Horse and the surgeons, his respiratory issues are much better now, and she is so happy that he never needed a tracheostomy tube. He also only needs to be seen with his specialty care team once a year now, and he only needs to visit RHC once a year for routine well-child visits, unless he becomes ill. His mother and her children are grateful to be a part of the Rocking Horse family.

## BRINGING BACK A SMILE

A sweet 5-year-old girl came to our clinic in urgent need; she was experiencing severe pain in her lower left jaw that was keeping her up at night crying. Upon examination, we discovered multiple teeth with advanced decay that required immediate attention. At her very first visit, we were able to relieve her pain by treating the tooth that was causing pain and placing a stainless steel crown. Thanks to our donors' incredible generosity, we were able to complete all her dental treatment within just three weeks. Today, she is completely pain-free, cavity-free, and ready to begin her school year with a bright, healthy smile. Your support made this possible - thank you for helping us give her the care and comfort every child deserves.



## STOPPING INFECTION, CHANGING A LIFE

A 7-year-old boy was referred to us after experiencing painful facial swelling due to a dental abscess. When he arrived, he was nervous and uncomfortable. That same day, with the help of laughing gas, we were able to safely extract the infected baby tooth and stop the spread of infection. Since then, he has returned to complete the rest of his treatment and he now associates the dentist with healing, not fear. He's no longer in pain and is smiling brighter with every visit. Because of your ongoing support, we were able to change his experience, and his health, for the better. Thank you for standing with us to care for the children in our community!

## OUR LOCATIONS



### SPRINGFIELD MAIN

651 S. Limestone St. Springfield, OH 45505  
(937) 324-1111



### RHCHC MADISON COUNTY

212 N. Main St., London, Ohio 43140  
(740) 845-7286



### RHCHC AT SCHOOL OF INNOVATION

601 Selma Rd. Clinic 1C, Springfield, Ohio 45505  
(937) 324-7423



### RHCHC AT MULBERRY TERRACE

120 W. Mulberry St., Springfield, Ohio 45506  
(937) 328-7264



### THE HEALTH CENTER AT SPRINGFIELD HIGH

701 E. Home Rd. Springfield, OH 45503  
(937) 717-2578





# ROCKING HORSE COMMUNITY HEALTH CENTER

(937) 324-1111 | [rockinghorsecenter.org](http://rockinghorsecenter.org)