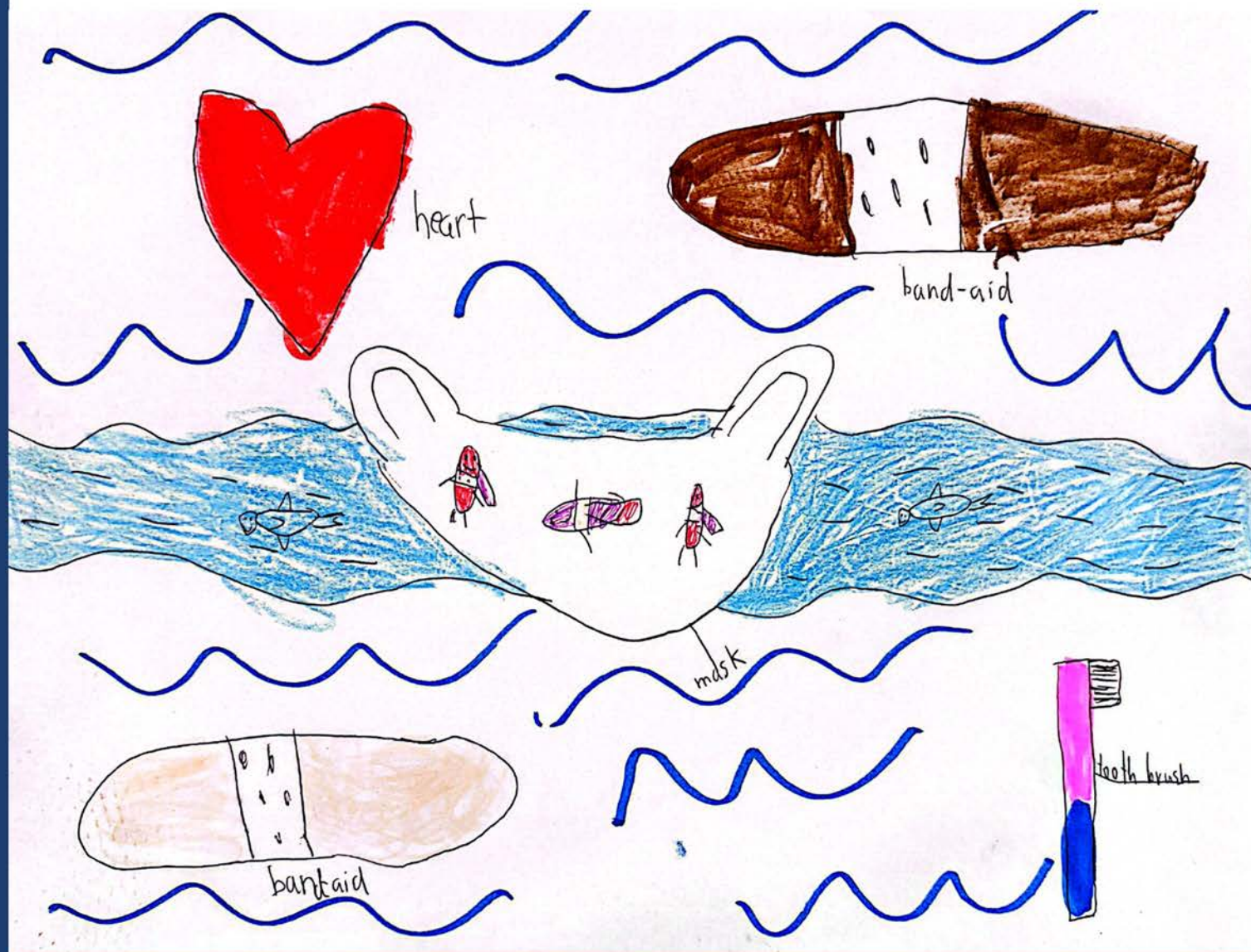


# Annual Report 2024



*'Rock River on the Rock River'*

## Whitewater Medical Clinic

1461 W. Main Street  
Whitewater, WI 53190  
262.472.6839

## Fort Atkinson Dental Clinic

520 Handeyside Lane  
Fort Atkinson, WI 53538  
920.563.4372

## Watertown Medical Clinic

415 South 8th Street  
Watertown, WI 53094  
920.206.7797



# Another Significant Year of Growth

One patient at a time, RRCC continues to make our communities safer, healthier, and happier for all. We are deeply inspired by the incredible volunteers and providers who started this journey nearly 20 years ago, with a mission of expanding access to affordable, quality healthcare, and we hope we continue to make them proud today.

When I reflect on 2024, I am reminded of all the ways in which we grew and served that mission, including:

- Providing over 3,400 medical and 4,300 dental visits, serving 3,176 patients across our service area, including 155 children ages 0-5 (a 74% increase from 2023).
- Welcoming Dr. Chrisleigh Olga Faleiro, DDS, a full-time dentist at our Fort Atkinson Dental Clinic, and Dalal El-Barbarawi, PA-C, a full-time primary care provider at our Watertown and Whitewater Medical Clinics.
- Receiving a \$250,000 grant through the Advancing a Healthier Wisconsin (AHW) Endowment with the Medical College of Wisconsin to support the development of a coordinated behavioral health delivery effort across Jefferson & Dodge County healthcare systems, and to increase access to integrated behavioral health at RRCC.

So much has changed since 2005. What remains constant is our local commitment and strong partnerships that center on supporting the health of our community. As we step into this next chapter for RRCC, we do so with renewed hope, appreciation, and gratitude for all those who have walked before us, and beside us, in supporting the health and well-being of fellow community members, in ways big and small.



With gratitude,

Olivia Nichols, PhD

## RRCC Leadership Team

Olivia Nichols, PhD, CEO/Executive Director

Angel Martinez\*, Finance Director

Donald Williams, MD, Medical Director

Jeff Kind, DDS, Dental Director

Beth Lucht, PA-C, LCSW, Behavioral Health Director

Traci Wilson, RDN, CD, Medical Operations Manager

Dawn Kiernan, Dental Operations Manager

Dawn Miller, Revenue Cycle Manager

Jazmine Hartman, Referrals Manager

*\*served for a portion of the year*



Cover photo brilliantly illustrated by Weston (age 7), nephew of Dr. Nichols



## *Vision*

A healthy community where  
all people thrive

## *Mission*

To provide quality, comprehensive  
health care for all

## *Values*

*Respectful*  
*Resourceful*  
*Collaborative*  
*Caring*

At RRCC, we commit to (1) centering respect, belonging, trust, inclusiveness, and the celebration of cultural differences; (2) serving as a trusted steward of our various resources to promote sustainability and drive creativity; (3) working as a care team and a community health partner; (4) maintaining an environment that is patient-centered, empathetic, and caring.

## 2024 Board of Directors

Our eleven-person patient-majority board offers a wide range of expertise, experience, and devotion to improving access to health care.

Carol Quest, RN, Chair

Donene Rowe, MD, Vice Chair

Elizabeth Chilsen, MSN, RN, Secretary

Roberta Farnam, Treasurer

Rosalinda Martinez

Vannessa Machado

Franklin Machado Zarraga

Mark Bromley

Maria Victoria Mejia Franco

Jose Hurtado

Cesar Machado Zarraga





# Serving our Community

We provide cost-effective, comprehensive healthcare services to ensure everyone – no matter their circumstances – has access to high-quality care. All are welcome at RRCC.

## 2024 PATIENTS BY SERVICE AREA

Zip Codes	City	Medical	Dental	TOTAL
53036	Ixonia	7	5	12
53038	Johnson Creek	51	93	144
53094 & 53098	Watertown	338	473	811
53137	Helenville	5	13	18
53156	Palmyra	24	34	58
53190	Whitewater	545	248	793
53523	Cambridge	7	42	49
53538	Fort Atkinson	255	517	772
53549	Jefferson	150	312	462
53551	Lake Mills	53	118	171
53579	Reeseville	7	17	24
53594	Waterloo	51	91	142
<b>Total of 13 Zips</b>		<b>1493</b>	<b>1963</b>	<b>3456</b>
Other		135	96	231
<b>% of Total</b>		<b>44%</b>	<b>56%</b>	<b>3687</b>

## By the Numbers:

- 3,176 unique patients
- 511 patients received more than one RRCC service
- 8,250 patient visits across medical and dental clinics
- 92% of patients below 200% of Federal Poverty Line
- \$854,081 written off in patient expenses
- \$1,160,155 in prescription costs saved
- 552 emergency dental visits

The impact of care at RRCC goes far beyond statistics – it's a child's first doctor and dentist visit, or an essential worker's lifeline. It's a chance to imagine and live a healthier life, no matter a patient's age or circumstance. **The work at RRCC is life-altering and life-saving.**



# Moving Upstream

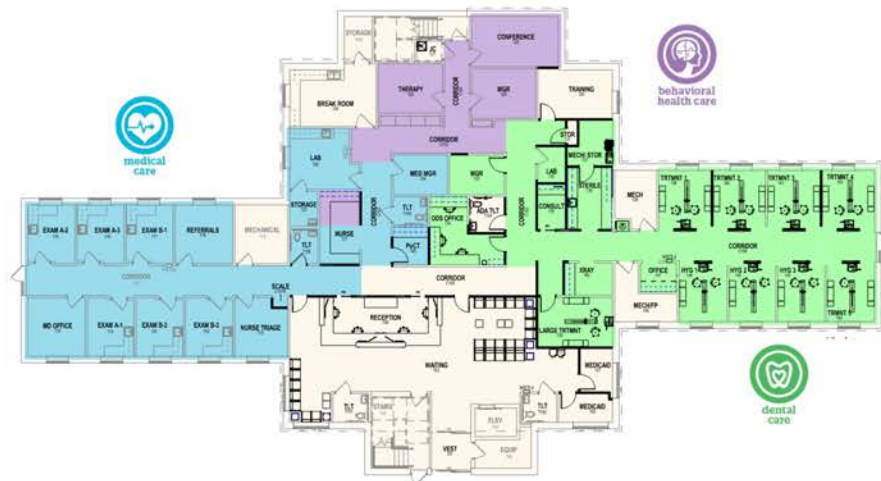
After 17 years of providing medical care out of the Watertown YMCA, and 18 years of providing dental care out of the Fort Atkinson Handeyside Clinic basement, the two locations are set for sale by 2026.

The need to relocate services has allowed RRCC and our HealthWorks partners to reimagine access to affordable, comprehensive care in the greater Jefferson County area. At the forefront is integrating patient services to minimize overhead costs and maximize patient access. Using established, empty medical office spaces, the 2025 capital campaign includes:

- Opening a new integrated medical, dental & behavioral client site on the first floor of the Fort HealthCare Johnson Creek clinic to integrate patient care services
- Relocating the Watertown medical clinic to the WRMC campus
- Renovating the empty lower suite at the Whitewater Clinic for administrative and business offices

“By expanding and integrating care services, we reduce barriers to accessing quality, comprehensive healthcare and gain timely collaborations that measurably and efficiently improve health outcomes.”

## Proposed Johnson Creek Floor Plan & Benefits:



-  More patients served with greater care and efficiency
-  Access to medical, dental, and behavioral health care in a single, centralized location
-  Maximized clinic space that capitalizes on existing facility structures
-  Added support for growing administrative and patient care needs
-  More sustainable overhead costs

\*Existing clinic space currently unoccupied and owned by Fort HealthCare Medical Group

## Federally Qualified Health Center - Look-Alike (FQHC-LAL)

As an FQHC under the LAL designation, we receive higher reimbursement for Medicaid & Medicare, as well as access to the Vaccines for Children program and loan forgiveness for providers. We do not, however, have access to essential federal funds that support operations and write-offs for uninsured patients.

RRCC remains the only rural FQHC-LAL in Wisconsin and maintains a patient volume equal to similarly-sized FQHCs.

To receive federal funds and move past our “Look-Alike” designation, Congress must approve an increase in the federal dollars appropriated to community health centers. HRSA (Health Resources and Services Administration) then needs to award New Access Point Funding to clinics like RRCC who have applied. Advocacy is critical to showing the need!



# Increasing Access to Primary Care

Our experienced medical staff provides patients with the following services:

- General Primary Care
- Annual Wellness Exams
- Diagnostic Testing/Laboratory
- Acute Injuries or Illnesses
- Women's Health/Wellness Exams
- Well Childs & School Physicals
- Diabetic Education & Care
- Integrated Behavioral Health Care



**RRCC provides primary medical care for adults, children, and infants.**



In 2024, we provided 2,834 medical visits and 198 integrated behavioral health visits across our Whitewater and Watertown medical clinics.

Patient Data	2023	2024
Number of patients seen	1,487	1,628
Patients of Hispanic, Latino or Spanish origin	1,171	1,250
Patients Ages 0-18	182	236
Total Medical Visits	2,560	2,834
Total Behavioral Health Visits	80	198

“Everyone is so nice and helpful.”

“Muy contento con la atencion, son muy profesionales y amables.”

“Such a great experience, got me in super quick and were so helpful and caring the whole time! Thank you SO much!!!”

*Medical Patient Reviews*





# Integrated Behavioral Health

A critical component of integrated behavioral health services is providing warm handoffs between providers and serving as a primary care team rather than stand-alone providers. Particularly in rural areas, this collaboration spans across organizations to improve timely access to ‘right fit’ services in a cost-efficient way that best supports both patients and providers.



In June of 2024, we were awarded a \$250,000 grant through the Advancing a Healthier Wisconsin (AHW) Endowment with the Medical College of Wisconsin to support the development of a coordinated behavioral health delivery system across Jefferson & Dodge County healthcare systems, and to increase access to integrated behavioral health care at RRCC. We are thrilled to join this effort and strengthen access to behavioral health services at the primary health care level!



# Prescription Assistance Program

Through the Prescription Assistance Program, we help provide financially eligible patients with access to free medications directly from pharmaceutical manufacturers. Once enrolled, medications ranging from \$60 inhalers to \$2,000/month insulins are received at no cost to the patient for at least one year.

WOW

PAP Data	2022	2023	2024
Patients Enrolled	106	182	168
Total Meds Dispensed	245	236	374
Total Patient Savings	\$388,737	\$507,251	\$1,160,155

Measurably Improving  
Health Outcomes

Fort HealthCare  
FOR HEALTH

Thanks to Fort HealthCare’s Population Health Department, we have leveraged the benefits of our shared Electronic Medical Record to compare various quality measures between FHC and RRCC populations. In 2024, we began our focus on reducing disparities in access to **colorectal cancer screenings** among low-income adults.

Thanks to Jefferson County’s Tomorrow’s Hope and Exact Science, we have already reduced patient costs and access to iFob kits and at-home cologuard kits to support screening completion.

Stay tuned for the 2025 impact from this intentional, collaborative effort!

ROCK RIVER  
COMMUNITY CLINIC



# Increasing Access to Oral Health Care

Our experienced dental staff provides patients with the following services:

- Dental exams & imaging
- Hygiene cleanings
- Oral cancer screenings
- Periodontal therapy
- Restorative fillings & composites
- Simple & Surgical extractions
- Crowns
- Anterior Root Canals



**RRCC provides family dental services for all ages, with a special focus on those enrolled in BadgerCare.**

Patient Data	2023	2024
Total Number of Patients Served	1,671	2,951
Total patient visits	4,082	5,218
New patients served	241	389
Patients served with Medicaid/BadgerCare	1,235	1,491
Patients served that are low-income or uninsured	436	330
Patients served age 0-18	636	794
Number of emergency visits	688	552

“We appreciate this clinic, and are grateful for their kindness and bedside manners and their existence. We use our state ins for dental, and don’t get work done frequently bc of lack of good quality clinics that accept our ins. “

“Make me not feel bad that I have bad teeth, make me feel good about wanting and trying to take care of them”

“It was a great experience! Everyone there was nice and kind and helped me feel comfortable since im super nervous at dentist appointments! “

*Dental Patient Reviews*





"I take great pride in my role at RRCC, where I have the privilege of serving a population that greatly benefits from oral health education and care. It is incredibly rewarding to witness my patients make significant strides in both their oral and overall health."

Dr. Chrisleigh Ann Olga Faleiro, DDS



## RRCC continues to serve as the only dental clinic in Jefferson County that accepts patients enrolled in Medicaid/BadgerCare.

- Children represent 40% of all RRCC dental patients, including 20% of all emergency cases. Access to dental care for children enrolled in Medicaid is a dire community need & continued statewide challenge.
- Within our RRCC clinic, we provided preventative and restorative care for 138 adult patients with disabilities who live in community-based residential facilities.
- In 2024, we began offering nitrogen oxide to help relieve dental pain and anxiety during dental procedures, an asset for our clinical team and families, in supporting pediatric care.

## Integrating Oral Care and Healthcare

Along with blood pressure assessments at all annual and new patient appointments, our dental hygiene team has taken a strong preventative role in ensuring diabetic patients are receiving quarterly cleanings to maintain adequate periodontal health, which affects their blood sugar levels. Medicaid currently covers up to 4 visits per year for patients with diabetes or certain heart conditions!



## Importance of Medicaid

Medicaid (also known as BadgerCare or Forward Health insurance) is a critical support for Wisconsin families, providing coverage for:

- 1 in 3 children
- 1 out of 3 births
- 50% of adults with disabilities
- Unpaid family caregivers, students, veterans, seniors, nursing home residents, and low-income adults

Medicaid is also the primary source of revenue for Community Health Centers. Cuts to Medicaid would not only severely harm the health and well-being of enrollees, but also the capacity for health centers like ours to exist and provide needed, affordable health care.

# Revenue & Expenses

In 2024, RRCC wrote off over \$850,000 in medical and dental patient service expenses, a cost that is only sustainable due to the generosity of our community partners and local foundations. RRCC also receives critical revenue from generous local business donors, individual givers, and community organizations that support the \$900,000 operating loss that comes with providing care to uninsured, low-income families.

Patient Cost Contributions	2024 Totals
Medical Service Write-offs	\$525,921
Dental Service Write-offs	\$328,160

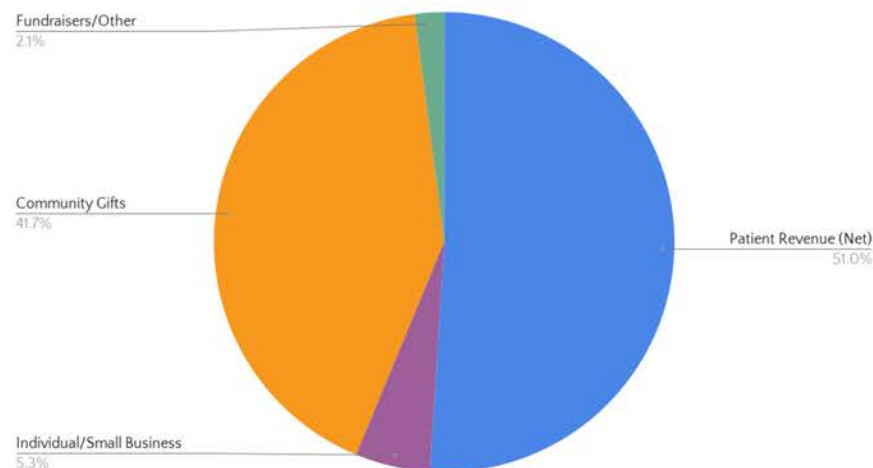
With our new Medicaid Reimbursement rate as a Community Health Center under the FQHC-LAL designation, our net patient revenue increased from 35% of our total revenue in 2023 to 51% in 2024.

In 2025, our goal is to exceed 60% of our total revenue, continuing our efforts towards greater sustainability and increased access to care, particularly for low-income community members.

Our primary expense is, and will continue to be, staffing. RRCC continued its focus in 2024 on recruiting & maintaining quality healthcare professionals to serve our patients - an initiative that not only requires investment in our mission but a commitment to providing competitive pay, attractive benefits, and flexible scheduling.

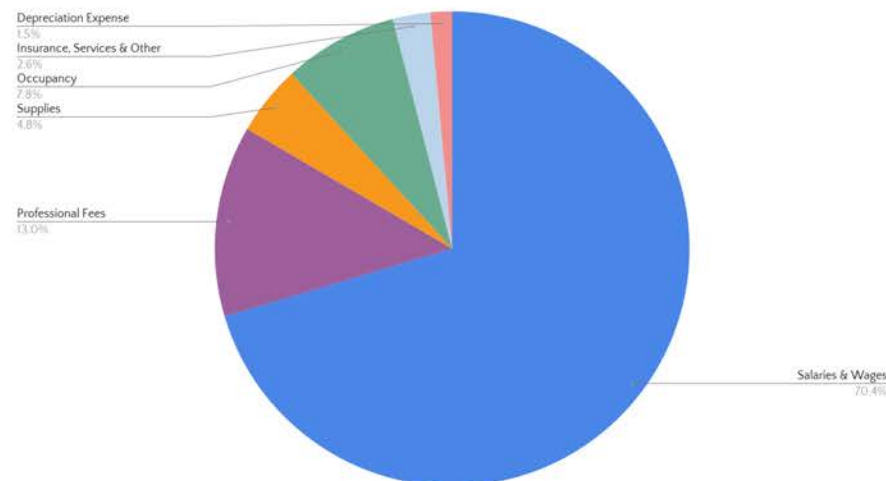
2024 Total Revenue	\$2,207,345
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2024 Revenue Sources



2024 Total Expenses	\$2,316,010
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2024 Expenses





# A Community Effort

Rock River Community Clinic relies heavily on the generosity of individual donors, community organizations, and other grant funders to help sustain operations and patient care. In 2024, RRCC received over **\$1,081,922** in donations from local, regional & state funders and community members. These funds make our high-level, affordable, and accessible healthcare services possible.

We are especially appreciative of the financial support of our partners and primary funders in 2024:

- Fort HealthCare
- Watertown Regional Medical Center
- Greater Watertown Community Health Foundation
- Roots and Wings Foundation
- Common Ground Health Foundation
- Jefferson County Administration



“The community clinic services are critical to our public health departments and community health efforts – it takes all of us and we are fortunate to live in a community that recognizes the power and need for collaboration.



Carol Quest, RN, BSN, Board Chair

## To support our work in 2025:

**1 Mail a check to:**  
Rock River Community Clinic  
Attn: Olivia Nichols  
1461 W. Main Street  
Whitewater, WI 53190

**2 Donate online:**  
Visit [www.rockrivercommunityclinic.org](http://www.rockrivercommunityclinic.org)  
or scan the QR code



Left: RRCC team accepts a donation from Tomorrow's Hope Jefferson High School Ambassadors to support colorectal cancer screening kits for patients



Right: Olivia Nichols and Traci Wilson accept a Whitewater Community Foundation grant to improve the RRCC website and communication tools







**ROCK RIVER**  
COMMUNITY CLINIC

Mailing Address: 1461 W Main Street, Suite B, Whitewater, WI 53190

Website: [www.rockrivercommunityclinic.org](http://www.rockrivercommunityclinic.org)

Visit our website to learn more and make a donation today!

