CALHOUN LIBERTY HOSPITAL

A TALLAHASSEE MEMORIAL HEALTHCARE AFFILIATE

2025 COMMUNITY HEALTH NEEDS ASSESSMENT

FACILITATED AND PRESENTED BY:

M13 Management Partners

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Introduction

The Community Health Needs Assessment (CHNA) became a requirement of all tax exempt (501(c)(3)) hospitals beginning with fiscal year 2013. As part of the IRS Form 990, Schedule H, individually licensed not-for-profit hospitals are required to assess the health needs of their community, prioritize the health needs, and develop implementation plans for the prioritized health needs they choose to address. Reports on progress with the Implementation Plans are required to be submitted annually. Every three years, this process must be repeated.

For 2025, Calhoun Liberty Hospital (CLH) completed their CHNA in concert with the organization's strategic planning process. This ensures alignment of strategies and resources to support the execution of the CHNA Implementation Plan.

CALHOUN LIBERTY HOSPITAL
Mission, Vision and Values

MISSION

The mission of Calhoun Liberty Hospital is to deliver high-quality, compassionate, and affordable healthcare while partnering with our community to support wellness and enhance the lives of those we serve.

VISION

To be a trusted, community-centered health system delivering high-quality, affordable and personalized care while supporting our patients and staff.

VALUES

I – Integrity > Be honest, ethical and transparent.

C – Compassion > Be kind.

A – Accountability > Be responsible for your behavior.

R – Respect > Treat everyone with dignity.

E – Excellence >Do your best every time.

Executive summary

In November 2025, Calhoun Liberty Hospital (CLH) initiated an update of their Community Health Needs Assessment (CHNA). In prior years, CLH partnered with the Florida Departments of Health in Calhoun County and Liberty County, to leverage existing community resources in the development of their report. While the hospital maintains a strong working relationship with the local Florida Department of Health partners, CLH opted for an approach to align with the organization's strategic planning process.

This year, the CHNA was completed in conjunction with the organization's strategic planning process. The service area was re-validated and remained unchanged from 2023 and a combined quantitative and qualitative approach was used. In addition to a review of dozens of health indicators for the service area, a community focus group was facilitated to collect feedback from community representatives, and an online survey was deployed to assess community needs.

Demographics for the service area indicate a current population of 21,206, with projected average growth rates for both counties of about 1.7% through 2035. Calhoun County's population aged 65+ is about 19.3% compared to Liberty County's 65+ population of 14.9%. About 13% (2,773) of the population are inmates.

Quantitative

Based on the 2025 County Health Rankings data, rates of excessive drinking have declined across the service area counties and State. Adult obesity rates have notably increased, along with the percentage of individuals who report having "poor to fair health."

The rate of premature deaths in Calhoun County and Liberty County is also higher when compared to the State.

Compared to 2022, the ratio of primary care physicians to population has increased (worsened) from 2,820:1 to 3,370:1 in Calhoun County. Liberty County does not have any primary care physicians. The most significant improvement is the ratio of mental health providers. For Calhoun County, the 2022 ratio of mental health providers to population was 2,820:1, compared to the 2025 reported ratio of 550:1 for Calhoun County. Mental health provider access has also improved in Liberty County (320:1 compared to 200:1) and at the State level (550:1 compared to 440:1).

Opportunities exist in both Calhoun and Liberty Counties to improve preventative care services including mammography screenings and flu vaccination rates.

Overall age-adjusted death rates for the service area indicate the leading cause of death in the service area is heart disease, followed by cancer.

Qualitative

The feedback from the focus groups and the community survey constituted the qualitative data collected for this process.

In response to what is working well in the community, focus group participants were quick to recognize the new facility (Calhoun Liberty Hospital) and services, collaboration with community partners and the local nursing homes.

Focus group participants indicated that the biggest health challenges in the community are the lack of homeless shelters, attracting highly qualified staff, affordable housing, and lack of childcare services.

Barriers to health care include the ability to pay for medical services as well as transportation.

The CHNA Focus Groups indicated a need for additional specialty providers, specifically, pulmonology, cardiology, urology, oncology and orthopedic surgery.

Respondents to the online community health needs assessment communicated the following issues as the top health challenges:

- *Substance use disorders (prescription drugs, illegal drugs)*
- *Social determinants (housing, economic stability, transportation, access to food)*
- *Mental health (depression, anxiety, isolation, dementia)*

Prioritization of Health Needs

The prioritized health needs for CLH were re-affirmed through this year's CHNA process. The prioritized health needs for the Implementation Plan will include:

- *Access to Health Care*
- *Chronic Care Management (formerly Obesity)*
- *Mental Health and Substance Abuse*

While these health priorities remain unchanged from the 2023 CHNA, the actions taken to positively impact the community will be driven by overall organization strategy and resources.

2022 Community health needs assessment – Summary

The 2022 CHNA for CLH was developed using the 2022 – 2025 Community Health Assessments for the Florida Departments of Health in Calhoun County and Liberty County as well as the December 2022 – 2023 Community Improvement Plans for the Departments of Health in Calhoun County and Liberty County.

The Florida Departments of Health in Calhoun County (DOH Calhoun) and Liberty County (DOH Liberty), community partners, and residents collaborated on identifying health priorities for the community. When the last assessments were completed, Calhoun County and Liberty County had a significantly high overweight and obesity rate (70.2% and 71.0%, respectively), a gateway to hypertension and Type 2 Diabetes.

The communities both adopted **OBESITY**, a chronic disease, as a health priority.

Key Assessment Findings of the Communities

CALHOUN COUNTY	LIBERTY COUNTY
• Significantly higher overweight and obesity rate (70.2%)	• Unemployment rate of 8.2%
• African American population holds the highest obesity rate at 50%	• Low-income residents with limited access to healthy food is 25.7%
• In 2019, 45% of middle and high school students were overweight or obese compared to 27% in 2010.	• Seniors with limited or uncertain access to healthy food is 30.5%
• Food insecurity is highest among children in school from K – 12th grade	• 34.6% of children at school have low access to healthy food
• The elderly (at least 65 years of age) make up 16% of the population and 30% of them are considered obese	• Households receiving cash public assistance or food stamps in Liberty County at 26.5% (2020)
• The teen pregnancy rate is higher than the State with most occurrences occurring in the African American population.	• Liberty's rate of obese children from 2-5 years of age has significantly increased from 11% to 19% in seven years
• Cancer and heart disease affect all ethnicities in Calhoun County	• The amount spent on housing and transportation is 62.6% of income

• 42.6% of Calhoun County is considered low income with 16.3% of the population below the poverty level.	• The number of residents identified as low income is significantly high at 47.2%
	• There are no family practice physicians in Liberty County
	• Racial segregation in Liberty County has increased significantly since 2019.

Through a review of data and qualitative input from the community, the Community Health Assessments identified significant health needs for Calhoun County and Liberty County.

Calhoun Liberty Hospital leveraged the work completed as part of the Community Health Assessments and supplemented with additional quantitative and qualitative feedback from hospital stakeholders to arrive at the following prioritized health needs:

- *Access to health care*
- *Chronic care management*
- *Mental health/substance abuse*

METHODS AND DATA SOURCES

CLH partnered with M13 Management Partners (Consultant) to assist with the completion of the 2025 CHNA. To support the assessment, the Consultant accessed National, state and county data sources for the quantitative data analysis.

The following quantitative sources were reviewed for demographics and health information:

U.S. Census

Centers for Disease Control and Prevention

County Health Rankings & Roadmaps Select Measures Defined

- *Premature death – Years of potential life lost before age 75 per 100,000 population (age-adjusted). The 2025 County Health Rankings used data from 2021-2023 for this measure and was last updated 11/04/2025.*
- *Poor to Fair Health – Percentage of adults reporting fair or poor health (age-adjusted). The 2025 County Health Rankings used data from 2022 for this measure.*
- *Low Birthweight – Percentage of live births with low birth weights (< 2,500 grams). The 2025 County Health Rankings used data from the National Center for Health Statistics – Natality files, 2017 – 2023, for this measure.*
- *Adult Smoking – Percentage of adults who are current smokers (age-adjusted). The 2025 County Health Rankings used data from the Behavioral Risk Factor Surveillance System, 2022, for this measure.*
- *Adult Obesity – Percentage of the adult population (age 18 and older) that reports a body mass index (BMI) greater than or equal to 30 kg/m2 (age-adjusted). The 2025 County Health Rankings used data from the United States Diabetes Surveillance System, 2022, for this measure.*
- *Access to exercise opportunities – Percentage of population with adequate access to locations for physical activity. The 2025 County Health Rankings used data from ArcGIS Business Analyst and ArcGIS Online, YMCA; US Census TIGER/Line Shapefiles, 2024, 2022 & 2020, for this measure.*
- *Excessive drinking – Percentage of adults reporting binge or heavy drinking. The 2025 County Health Rankings used data from the Behavioral Risk Factor Surveillance System, 2022, for this measure.*
- *Alcohol-impaired driving deaths – Percentage of driving deaths with alcohol involvement. The 2025 County Health Rankings used data from the Fatality Analysis Reporting System, 2019-2023, for this measure.*
- *Sexually transmitted infections – Number of newly diagnosed chlamydia cases per 100,000 population. The 2025 County Health Rankings used data from the National Center for HIV/AIDS, Viral Hepatis, STD and TB Prevention, 2022, for this measure.*

- *Teen births – Number of births per 1,000 female population ages 15-19. The 2025 County Health Rankings used data from the National Center for Health Statistics - Natality files, 2017-2023, for this measure.*
- *Uninsured – Percentage of population under age 65 without health insurance. The 2025 County Health Rankings used data from the Small Area Health Insurance Estimates, 2022, for this measure.*
- *Primary Care Physicians – Ratio of population to primary care physicians. The 2025 County Health Rankings used data from the Area Health Resource File/American Medical Association, 2022, for this measure and was last updated 09/24/2025.*
- *Dentists – Ratio of population to dentists. The 2025 County Health Rankings used data from the Area Health Resource File/National Provider Identification file, 2023, for this measure and was last updated 09/24/2025.*
- *Mental Health Providers – Ratio of population to mental health providers. The 2025 County Health Rankings used data from the CMS, National Provider Identification, 2025, for this measure and was last updated 09/24/2025.*
- *Preventable Hospital Stays - Rate of hospital stays for ambulatory-care sensitive conditions per 100,000 Medicare enrollees. The 2025 County Health Rankings used data from the Mapping Medicare Disparities Tool, 2022, for this measure.*
- *Mammography Screening - Percentage of female Medicare enrollees ages 65-74 that received an annual mammography screening. The 2025 County Health Rankings used data from the Mapping Medicare Disparities Tool, 2022, for this measure.*
- *Flu Vaccinations - Percentage of fee-for-service (FFS) Medicare enrollees that had an annual flu vaccination. The 2025 County Health Rankings used data from the Mapping Medicare Disparities Tool, 2022, for this measure.*

Health Resources & Services Administration (HRSA)

Florida Department of Health, Bureau of Vital Statistics

Florida Health CHARTS, www.flhealthcharts.gov

Florida Legislature Office of Economic and Demographic Research, January 2026 Report.

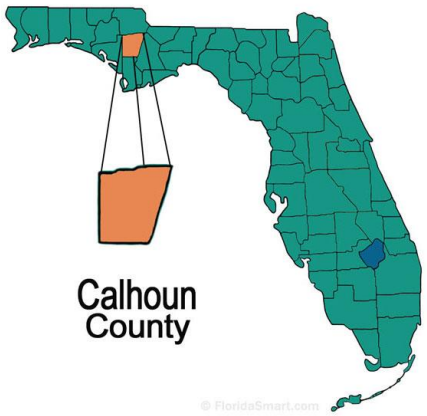
Rural Health Information Hub

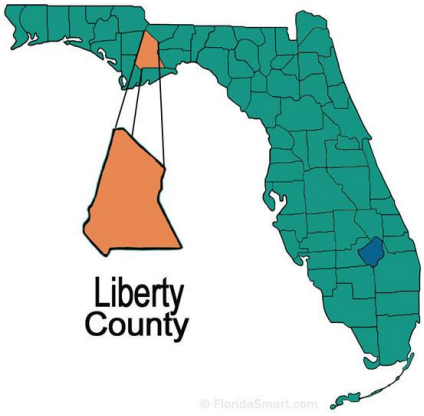
United States Department of Agriculture, Economic Research Service

Service area

The service area for CLH is defined as Calhoun County, FL, and Liberty County, Florida.

Source: www.FloridaSmart.com/local/counties





Service Area Demographics

Both Calhoun County and Liberty County are sparsely population areas in Northwest Florida. Per May 2025, Census data, Calhoun County and Liberty County are number 63 of 67 and number 67 of 67 for the least populated Florida counties.

Table 1: Service Area Demographic Snapshot

	CALHOUN COUNTY	LIBERTY COUNTY
Square Miles	567	843
Residents	13,063	8,143
Median Age	41.8 years	39.1 years
Adults 65+ Age	19.3%	14.9%
Population: Men	55%	61%
Population: Women	45%	39%

Source: United States Census Bureau. Annual Estimates of Resident Population: April 1, 2020, to July 1, 2024. Population Division. May 2025.

Based on population projections from the Florida Demographic Estimating Conference, June 2025, Calhoun County's projected 2035 population of 13,827, is a 1.53% growth over 2025 population estimates. Liberty County has a projected 2035 population of 8,226, translating to a growth rate of 1.87% over 2025 projections. Important to note, population estimates include

inmates. In Calhoun County, there were 1,135 inmates in 2025 and in Liberty County, there were 1,638 inmates in 2025.

In 2025, 76.9% of residents were White and 12.2% were Non-Hispanic-Black or African American in Calhoun County. In Liberty County, 71.8% of residents were White and 17.0% were Non-Hispanic-Black or African American. People of color make up 23% of the overall population in Calhoun County and 28% of the overall population in Liberty County.

Economic Characteristics

Calhoun County's unemployment rate is 4.4% compared to the State of Florida unemployment rate of 4.0%. The median household income of $50,517, is significantly less than the State median household income of $74,568. Almost 20% of the county residents are considered impoverished.

Liberty County's unemployment rate of 4.6% is slightly higher than the State of Florida unemployment rate of 4.0%. The median household income is $58,671, compared to $74,568 for the State. Similar to Calhoun County, about 20% of the population (all ages) are considered impoverished.

Table 2: Service Area Economic Characteristics

	CALHOUN COUNTY	LIBERTY COUNTY	FLORIDA
Median Household Income	$50,517	$58,671	$74,568
Unemployment Rate	4.4%	4.6%	4.0%
Percent in Poverty, All Ages (2024)	19.2%	20.5%	12.1%

Source: Florida Legislature Office of Economic and Demographic Research, http://edr.state.fl.us, Prepared January 2026.

Community Health Indicators

Health measures were collected from various sources to highlight the general health of the CLH service area. The Counties within the CLH service area are included in the analysis below.

COUNTY HEALTH RANKINGS & ROADMAPS

The County Health Rankings & Roadmaps program is a collaborative between the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute. The program collects health data annually to bring awareness to the factors that influence health and

strategies for improving the health of communities.

In prior years, each county was ranked using Health Outcomes and Health Factors. The most recent data includes a shift in methodology to using Population Health and Well-being metrics as well as Community Conditions. Population Health and Well-being is defined as something created in society, not individually attained. Health is defined as the ability to thrive, and well-being encompasses both quality of life and the ability of people and communities to contribute to society. Community Conditions include social and economic factors, physical environment and health infrastructure in which people are born, live, work, play, worship and age.

While rates of excessive drinking have declined across the service area counties and State, adult obesity rates have notably increased, along with the percentage of individuals who report having "poor to fair health."

In Liberty County, there's been an increase in sexually transmitted infections from 335.2 chlamydia cases per 100,000 of population in 2022, to 513.0 cases for 100,000 of population.

The rate of premature deaths in Calhoun County and Liberty County is also higher when compared to the State.

Table 3: Service Area County Health Rankings – Select Measures

	CALHOUN COUNTY (FL)	LIBERTY COUNTY (FL)	FL
POPULATION HEALTH AND WELL-BEING			
LENGTH OF LIFE			
PREMATURE DEATH	12,500	10,000	8,300
QUALITY OF LIFE			
POOR TO FAIR HEALTH	22%	24%	16%
LOW BIRTHWEIGHT	9%	9%	9%
ADULT OBESITY	44%	41%	32%

COMMUNITY CONDITIONS			
HEALTH INFRASTRUCTURE			
FOOD INSECURITY	17%	17%	13%
ADULT SMOKING	20%	21%	12%
ACCESS TO EXERCISE OPPORTUNITIES	36%	23%	88%
EXCESSIVE DRINKING	17%	19%	18%
ALCOHOL-IMPAIRED DRIVING DEATHS	11%	33%	20%
SEXUALLY TRANSMITTED INFECTIONS *NEWLY DIAGNOSED CHLAMYDIA CASES PER 100,000 OF POPULATION*	415.9	513.0	480.4
TEEN BIRTHS *NUMBER OF BIRTHS PER 1,000 FEMALE POPULATION AGES 15-19*	26	40	15

Source: 2025 County Health Rankings & Roadmaps (www.countyhealthrankings.org)

Clinical Care measures were also reviewed for the service area counties.

Table 4: Service Area County Health Rankings – Clinical Care Measures

	CALHOUN COUNTY (FL)	LIBERTY COUNTY (FL)	FL
CLINICAL CARE			
UNINSURED	15%	16%	14%
PRIMARY CARE PHYSICIANS	3,370:1	-	1,370:1
DENTISTS	1,680:1	3,850:1	1,530:1
MENTAL HEALTH PROVIDERS	550:1	200:1	440:1
PREVENTABLE HOSPITAL STAYS	3,838	4,620	3,074
MAMMOGRAPHY SCREENING	35%	33%	45%
FLU VACCINATIONS	20%	17%	44%

Source: County Health Rankings & Roadmaps (www.countyhealthrankings.org)

Compared to 2022, the ratio of primary care physicians to population has increased (worsened) from 2,820:1 to 3,370:1 in Calhoun County. Liberty County does not have any primary care physicians. The most significant improvement is the ratio of mental health providers. For Calhoun County, the 2022 ratio of mental health providers to population was 2,820:1, compared

to the 2025 reported ratio of 550:1 for Calhoun County. Mental health provider access has also improved in Liberty County (320:1 compared to 200:1) and at the State level (550:1 compared to 440:1).

Opportunities exist in both Calhoun and Liberty Counties to improve preventative care services including mammography screenings and flu vaccination rates.

MORTALITY RATES

Mortality rates from the Florida Department of Health, Bureau of Vital Statistics indicate the service area population has an overall higher mortality rate as compared to the State of Florida. For both Calhoun and Liberty Counties, heart disease remains the leading cause of death, followed by cancer.

Table 5: Service Area Counties – 2024 Mortality Rates

Age Adjusted Death Rates	Calhoun County (FL)	Liberty County (FL)	FL
Coronary Heart Disease	218.4	265.0	135.7
Cancer	143.2	173.0	133.3
Alzheimer's Disease	69.3	32.1	15.9
Unintentional Injury	53.5	80.6	52.9
Stroke	43.8	47.5	46.1
Chronic Lower Respiratory Disease	60.3	29.0	29.7
Influenza and Pneumonia	25.4	-	8.6
Diabetes	40.7	30.1	20.6
Homicide	11.6	-	5.5
Suicide	12.3	9.3	13.9

*Source: Florida Department of Health, Bureau of Vital Statistics, Division of Public Statistics and Performance Management, Age Adjusted Rates per 100,000 population*https://flhealthcharts.com/ChartsReports/rdPage.aspx?rdReport=ChartsProfiles.LeadingCausesOfDeathProfile

CANCER INCIDENCE RATES

The incidence of all types of cancer, with the exception of breast cancer, has increased in Calhoun County compared to the 2020 data. Rates of lung cancer are higher in the service area

counties than the rest of the state. Notably higher is the prostate cancer rate in Calhoun County (126.2) when compared to Liberty County (44.9).

Table 6: Service Area Counties – Cancer Incidence

Age Adjusted Cancer Incidence	Calhoun County (FL)	Liberty County (FL)	FL
All Cancers (2022)	445.9	383.6	474.1
Prostate (2022)	126.2	44.9	114.2
Lung (2022)	92.8	69.7	52.0
Female Breast (2022)	60.6	66.8	134.6
Cervical cancer (2022)	84.3	-	9.2
Skin (2022)	23.6	28.5	28.0

Source: University of Miami (FL) Medical School, Florida Cancer Data System

RURAL HEALTH INFORMATION HUB - SDOH

Table 7: Social Determinants of Health

	CALHOUN COUNTY (FL)	LIBERTY COUNTY (FL)	FL (NON-METRO)
SDOH			
18-24 YEAR OLDS WITHOUT A HIGH SCHOOL DIPLOMA	32.2%	32.3%	20.5%
LOW ACCESS TO HEALTHY FOOD (2019)	83.4%	25.2%	45.2%
PERSONAL INCOME $100K AND OVER	18.9%	20.9%	23.9%
PERSONAL INCOME UNDER $25K	27.7%	25.5%	21.7%
POPULATION WITHOUT A HIGH SCHOOL DIPLOMA	18.2%	21.0%	17.3%
POVERTY	22.9%	20.8%	18.0%
UNEMPLOYMENT RATE (2023)	3.3%	3.3%	3.3%

Source: Rural Health Information Hub via data from the US Census ACS, 2013, 2018, 2023 5-year estimates; USDA Economic Research Service, 2019 (low access to health food); and the US Census Small Area Income and Poverty Estimates, 2023.

While the rate for *18-24 Year Olds without a High School Diploma* declined for Calhoun County, from 38.3% (2023 CHNA) to 32.2%, Liberty County experienced an increase in this same measure from 28.9% (2023 CHNA) to 32.3%. *Personal Income $100K and over* has increased

across the service area and at the State from the last CHNA and *Poverty* rates have also declined. The metric for *Low Access to Healthy Foods* has not been updated since the last CHNA.

Qualitative Feedback

In November 2025, a community focus group was conducted as part of this process. In total, 15 participants who represent broad interests in the community provided feedback in a facilitated session.

An online community survey was also made available for the broader community to participate. The survey consisted of 33 questions and there were 48 responses to the survey.

COMMUNITY FOCUS GROUP PARTICIPANTS (15)

- *Emily Brown, Chief Executive Officer, Calhoun Liberty Hospital*
- *Michael Bryant, Calhoun County Sherriff's Office*
- *Jennifer Fant, Executive Assistant, Calhoun-Liberty Hospital*
- *Emily Kohler, Big Bend Area Health Education Center (AHEC)*
- *Rachel Messervy, Chief Nursing Officer, Calhoun Liberty Hospital*
- *Vicki Montford, Panhandle Insurance, CLH Hospital Foundation*
- *Eliza Nobles, Foundational Planner, DOH – Calhoun Liberty*
- *Carla O'Bryan, Victim Advocate, Blountstown Police Department*
- *Casite Ramos, Community Outreach, Calhoun County Sheriff's Office*
- *Jake Shuler, Calhoun County EMS*
- *John Summers, Calhoun County EMS*
- *Kristy Terry, Marketing, Tallahassee Memorial Hospital*
- *Terri Waldron, Chief Operating Officer, Calhoun Liberty Credit Union*
- *Vann Windham, Interim Chief Financial Officer, Calhoun Liberty Hospital*
- *Grant Williams, Administrator, Blountstown Health and Rehab*

Focus group sessions were designed to facilitate individual feedback, small group discussion as well as discussion as a large group.

Participants were first asked about **what is working well in the community**. Themes in response included:

- *New hospital facility and services*
- *Collaboration among community providers*
- *Hospital's partnership with the police department*
- *Nursing homes*
- *Emergency services*

Participants were then asked about the **biggest health challenges in the community**. Responses included:

- *Lack of homeless shelters*
- *Attracting highly qualified staff*
- *Affordable housing*
- *Lack of childcare services*
- *Mental health services*

What makes it hard for people to get healthy or stay healthy in this community? Responses included:

- *Finances/affordability of healthcare insurance/services*
- *Availability of transportation*
- *Cultural*
    - *Personal accountability*
    - *Education levels*
    - *Trust issues with healthcare providers*
    - *Technology resistant*

Finally, participants were asked what **additional health care services are needed in the community**. Responses focused on the **need for additional specialty services**, including pulmonology, cardiology, urology, oncology, and orthopedic surgery. Other services mentioned include:

- *Partner to expand services for acute mental health needs*
- *Dentists*

To ensure alignment with State initiatives, focus group participants were asked to review priority health areas identified in the State of Florida's Health Improvement Plan and rank them in order of most important to less important as they relate to Calhoun County and Liberty County.

Results of the rankings by the community focus group can be found below:

1. *Mental well-being and Substance Abuse Prevention*
2. *Chronic Diseases and Conditions*
3. *Social and economic factors contributing to health*
4. *Alzheimer's Disease and Related Dementias*
5. *Injury, Safety, and Violence*
6. *Maternal and Child Health*
7. *Transmissible and emerging diseases*

COMMUNITY HEALTH NEEDS ASSESSMENT ONLINE SURVEY (48)

An online survey was developed and deployed to community members via social media and sharing through local community partners. The survey was open from September 2025 to November 2025 and included 33 questions.

There were 48 survey respondents, with the majority (85%) being Female and living in ZIP Code 32424, Blountstown (Calhoun County) (33.3%) and ZIP Code 32321, Bristol (Liberty County). 96% of the respondents identified as Caucasian/White and most survey respondents were in the age range of 35 – 64 (66.7%).

The majority (91%) of those who responded to the survey indicate they have a healthcare provider they see regularly. Care is mostly received in a primary care provider office and 31% describe their overall health as either "excellent" or "very good." For mental health status, 48% of respondents described their mental health as "excellent" or "very good."

Survey respondents described several personal health challenges including joint pain or back pain, obesity and high blood pressure. 33% of respondents indicated they delayed or avoided medical care in the last year due to the inability to pay co-pays/deductibles, a lack of trust in the medical community, and/or the lack of available healthcare providers.

Online survey respondents were also asked to review priority health areas identified in the State of Florida's Health Improvement Plan and rank them in order of most important to less important as they relate to Calhoun County and Liberty County.

Table 8: State of Florida's Health Priority Areas Rankings

Rank	Health Priority Area	Mean Rank
1	Mental Well-being and Substance Abuse Prevention	2.58
2	Chronic Diseases and Conditions	2.98
3	Maternal and Child Health	3.58
4	Social and Economic Factors Contributing to Health	3.74
5	Alzheimer's Disease and Related Dementias	4.35
6	Injury, Safety and Violence	4.60
7	Transmissible and Emerging Diseases	6.16

Survey respondents indicate the Top 3 Health Challenges in the community are:

- *Substance use disorders (prescription drugs, illegal drugs)*
- *Social determinants (housing, economic stability, transportation, access to food)*
- *Mental health (depression, anxiety, isolation, dementia)*

The top needs identified to improve the health of the community include:

- *Job opportunities*
- *Mental health services*
- *Free or affordable health screenings*
- *Substance use disorder rehabilitation services*
- *Specialty physicians*

The full report of the online survey results can be found in **Appendix C** – Community Health Needs Assessment Online Survey Results.

Prioritization of Health Needs

In consideration of the quantitative as well as qualitative feedback, the following community health needs were reconfirmed and prioritized to address:

- *Access to Health Care*

- *Chronic Care Management*
- *Mental health/substance abuse*

Inventory of Community health resources

As a requirement of the CHNA, a list of health resources has been included for reference and community awareness.

- ***Calhoun Liberty Hospital***
- ***Calhoun Liberty Hospital Primary Care Clinic***
- *Florida Department of Health, Calhoun County*
- *Florida Department of Health, Liberty County*
- *Apalachee Center, Liberty County Clinic*
- *Blountstown Heath and Rehabilitation Center*
- *Chipola Healthy Start*
- *Encompass Health Home Health*
- *Enhabit Home Health and Hospice*
- *Healthy Start*
- *Liberty Community Health Care (Hosford and Bristol)*
- *Life Management Center (based out of Marianna but serves Calhoun County)*
- *Medical Center of Blountstown*
- *Myron Schrock, DDS*
- *PanCare Health Medical*
- *Panhandle Rural Health and Primary Care*
- *Panhandle Therapy Center*
- *River Valley Rehabilitation Center*
- *Rivertown Community Church (counseling services)*

Documenting and communicating results

Per IRS guidelines, this CHNA report will be made available to the public via the CLH website: https://www.calhounlibertyhospital.com/

A hard copy of this report may be reviewed at the hospital by making a request with Administration at CLH.

CLH will also provide in its annual IRS Schedule H (Form 990) the URL of the webpage on which it has made the CHNA Report and Implementation Strategy Plan widely available to the public. CLH will include a report of the actions taken during the fiscal year to address the significant health needs identified through its most recent CHNA, and provide reasoning for the health indicators identified but not addressed by the organization.

APPROVAL

The 2025 Calhoun Liberty Hospital Community Health Needs Assessment was approved by the Calhoun Liberty Hospital Board of Directors on February 23, 2026.

Appendix A: 2025 CHNA IMPLEMENTATION Plan

Identified Health Need	Goals
Access to healthcare	• *Expand access by offering additional locations for care* • *Partner with FL Departments of Health, Calhoun and Liberty Counties on offering preventative health screenings*
Chronic care management	• *Expand Chronic Care Management (CCM) and Remote Patient Management (RPM) through Calhoun Liberty Primary Care* • *Add specialty services lines to Calhoun Liberty Hospital* ○ *Cardiology, Oncology, Pulmonology*
Mental health/substance abuse	• *Partner to expand mental health and substance abuse services*

Appendix B: 2022–2025 CHNA IMPLEMENTATION Plan

Identified Health Need	Goals	Results
Access to health care	• *Increase the number of adults and children in Calhoun and Liberty Counties who access primary care services.* ○ Continue recruitment of primary care providers to the service area. ○ Grow patient visits for CLH providers 7% annually.	• CLH Rural Health Clinic annual patient visits: ○ 2025 = 9,182 visits ○ 2024 = 8,967 visits ○ 2023 (Q1-Q3) = 8,701 visits ○ 2022 = 9,481 visits ○ 2021 = 8,340 visits • Expanded office hours, now starting at 7:30 AM and seeing patients until 4:30 PM. • CLH now offers home visits for patients with mobility issues who cannot otherwise access office care. • CLH clinics continue to participate with Vaccines for Children program. • Partnering with area hospice providers including Big Bend Hospice, Emerald Coast and Vitas Hospice Home Care, to expand hospice services to community members. • CLH continues to provide on-site school physicals for students in the Calhoun and Liberty schools. ○ 367 students served in 2025 ○ 379 students served in 2024 ○ 380 students served in 2023 • CLH partnered with local businesses to administer flu vaccinations and physicals to the Calhoun County Fire & Rescue squad. • CLH has also added the following services to improve the health of the community: ○ Wound care ○ Psychiatry services through telehealth

		○ Infusion services ○ Partnered with a local FQHC to offer mammography studies: ▪ 2025 – 499 mammography studies ▪ 2024 – 464 mammography studies ▪ 2023 – 232 mammography studies ▪ 2022 – 47 mammography studies ○ Pulmonary rehabilitation services to address needs of Long COVID
Chronic Care Management	• *Reduce obesity rates by 5% in Liberty County and Calhoun County by 2028* ○ About 70% of Calhoun County adults were obese in 2019 ○ About 71% of Liberty County adults were obese in 2019	• In 2022 (most recent year county level rates were measured), the rate of adults overweight or obese: ○ Calhoun County – 68.0% ○ Liberty County – 76.8% • Partnered with Metz Culinary Services in 2025 to offer meals and nutritional counseling to the public for breakfast and lunch, Monday through Friday and Sundays. • Completed **367 school physicals** in 2025 and provided counseling and resources on identified health needs • Evaluating the addition of mobile health clinic through partnership with Big Bend Health Services to offer primary care, chronic care management, and mental health services to those in rural areas without transportation. • Partnering with Northwest Florida Health Network and the CORE Grant, to develop a paramedicine program to provide management of chronic care conditions in home by an EMT, to avoid emergency room visits and unplanned admissions.
Mental health/substance abuse	• *Increase awareness and education about substance use in youth.* ○ Reduce the 2025 Calhoun County Health Ranking metric for *Poor Mental Health Days* by 10% from 6.1 days to 5.49 days	• Evaluating the addition of a mobile health clinic through a partnership with Big Bend Health Services to offer primary care, chronic care management and mental health services to those in rural areas without transportation.

	○ Reduce the 2025 Liberty County Health Ranking metric for Poor Mental Health Days from 6.4 days by 10% to 5.76 days • *Increase awareness of mental health and substance abuse resources.* ○ By 2025, the percentage of the general population that access available mental health resources will increase by 5% over the 2022 baseline.	• Partnering with Pancare (FQHC) to provide 24/7 opioid addiction treatments and prevention services to residents and patients through EMS services and the CLH emergency department. Planned program enhancements include the addition of social work services and paramedicine services. This partnership is being funded by a CORE grant secured through the Northwest Florida Health Network. • CLH has partnered with Tallahassee Memorial Hospital and Apalachee Center to provide on-site behavioral health evaluations and treatment. • CLH has added a behavioral health room in the Emergency Department to hold and treat patients in crisis. ○ 2025 – 137 visits ○ 2024 – 98 visits ○ 2023 (through Q3)– 148 patients ○ 2022 – 157 patients • Local FQHCs have partnered with Calhoun County and Liberty County schools to provide behavioral telehealth services.

Appendix C: COMMUNITY HEALTH NEEDS ASSESSMENT ONLINE SURVEY RESULTS

Community Health Needs Assessment Online Survey Summary

Calhoun Liberty Hospital

September 2025

Overview

- As part of the 2025 Calhoun Liberty Hospital Community Health Needs Assessment, an online survey was used to collect the feedback of community members.
- The survey was live from September 2025 – November 2025
- The survey consisted of 33 questions, inclusive of demographic questions.

Survey Questions

Questions that indicate "select all" or "pick items" have prefilled options along with an "Other" option

1. How would you describe your overall health?
2. Do you have a physician, nurse practitioner, or physician assistant you see regularly for health care needs?
3. Where do you receive your medical care (select all that apply)?
4. How would you describe your mental health?
5. Please choose the health challenges you face (select all that apply).
6. In the past year, did you delay or avoid medical care?
7. What issues prevent you from accessing the care you need (select all that apply)?
8. Which of the following preventative procedures have you had in the past 12 months (select all that apply)?
9. Please choose all the statements that apply to you. (list of health behaviors)
10. Where do you get most of your health information? (select all that apply)
11. Are you active in a community of faith or church?
12. On a typical day, how would you rate your level of stress?
13. How do you cope with stress?
14. In the past 12 months, have you felt unsafe in any way?
15. Do you see affordable housing/utilities as an issue in your area?
16. As far as your living situation, do any of the following apply to you?

Survey Questions

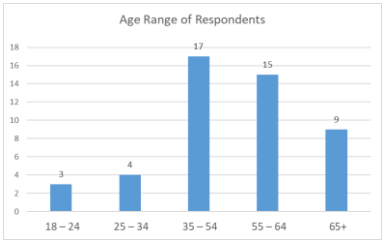
Questions that indicate "select all" or "pick items" have prefilled options along with an "Other" option

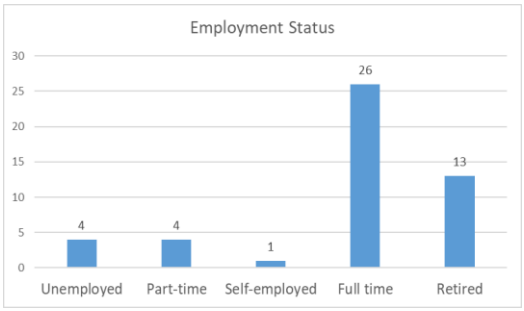
17. What is your regular source of transportation?
18. Do you regularly have access to fresh fruits and vegetables?
19. Within the last 3 years, have you or someone you know been affected by opioid substance abuse?
20. On a typical day, how many cigarettes do you smoke (actual or electronic/vapor)?
21. What type of insurance do members of your household have?
22. Please select the top 3 health challenges our community faces.
23. Pick 3 items needed to improve the health of our community.
24. Rank the following health priorities from the State of Florida's Health Improvement Plan from 1 to 7 with 1 being most important and 7 being less important.
25. What is your ZIP Code
26. What is your age?
27. What is your gender?
28. How would you describe your race/ethnicity?
29. What is the highest level of education you have attained?
30. What is your employment status?
31. What is your annual household income?
32. Do you have any children under the age of 18 living with you?

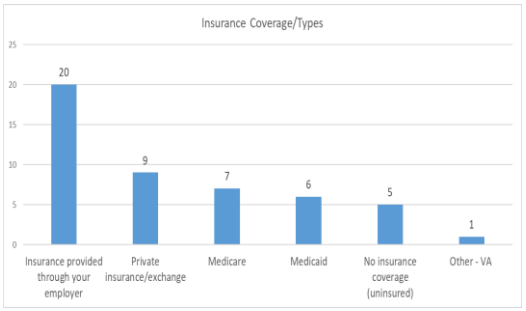
Demographics of Survey Respondents

- 48 Survey Respondents
- 96% of the respondents identified as Caucasian/White
- 85% of respondents were Female
- 35% of respondents have children under age 18 in their home

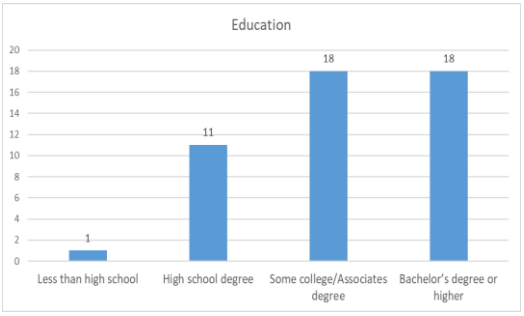
ZIP Code	City	County	Respondents
32424	Blountstown	Calhoun	16
32321	Bristol	Liberty	12
32421	Altha	Calhoun	9
32334	Hosford	Liberty	3
32430	Clarksville	Calhoun	3
32449	Wewahitchka	Calhoun	2
32466	Youngstown	Bay	1
32438	Fountain	Bay	1
32442	Grand Ridge	Jackson	1

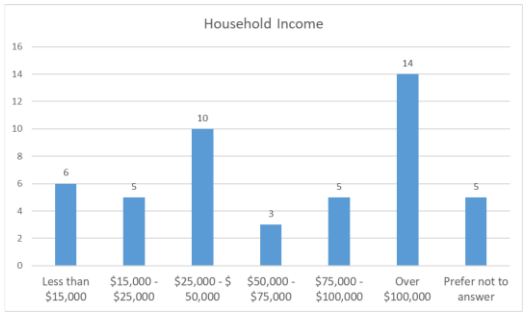






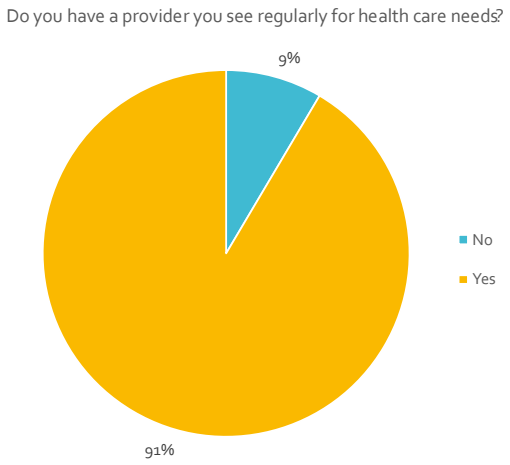
Demographics of Survey Respondents



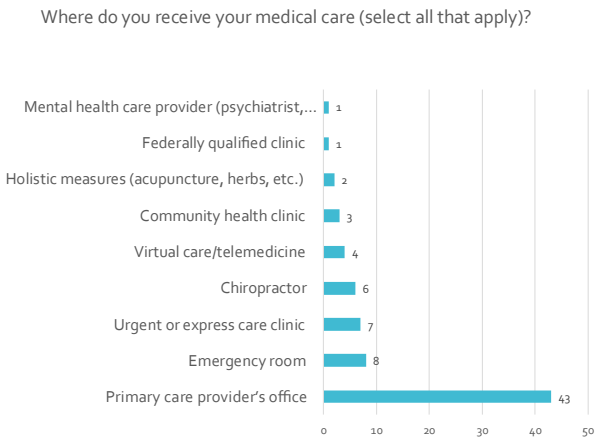


Demographics of Survey Respondents

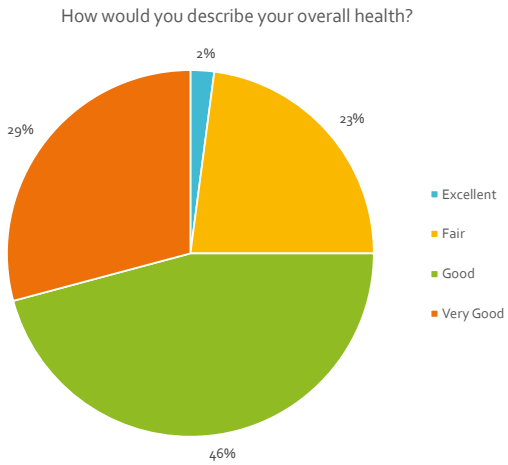
Do you have a physician, nurse practitioner or physician assistant you see regularly?



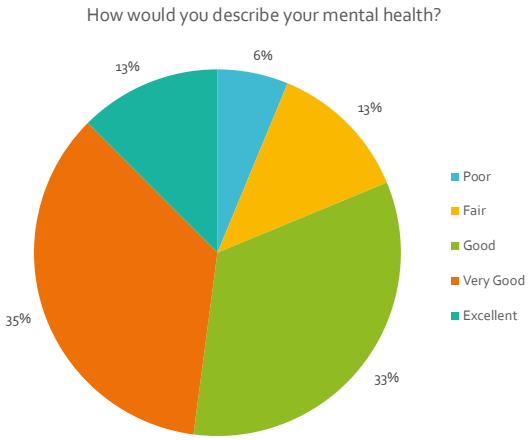
Where do you receive your medical care (select all that apply)?



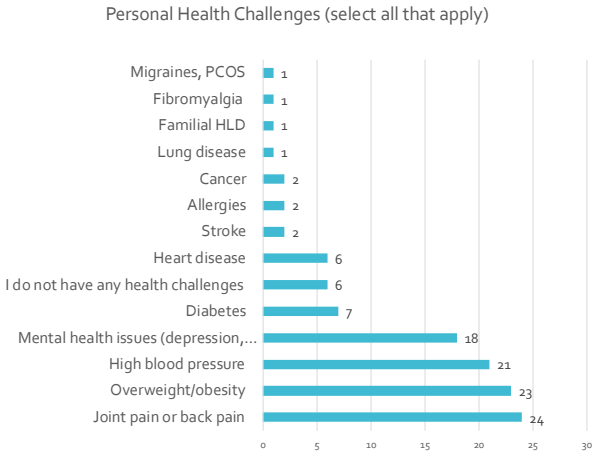
How would you describe your overall health?



How would you describe your mental health?

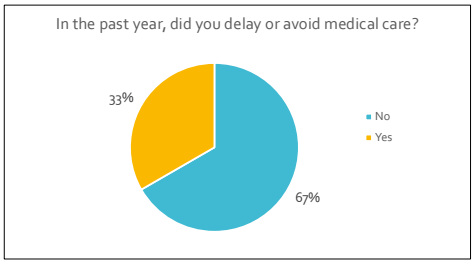


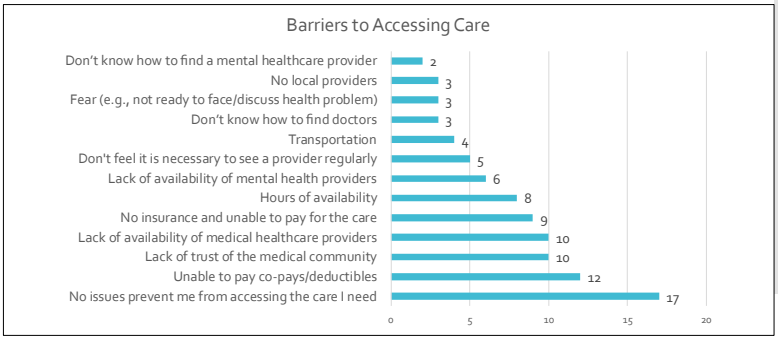
Choose the health challenges you face (select all that apply).



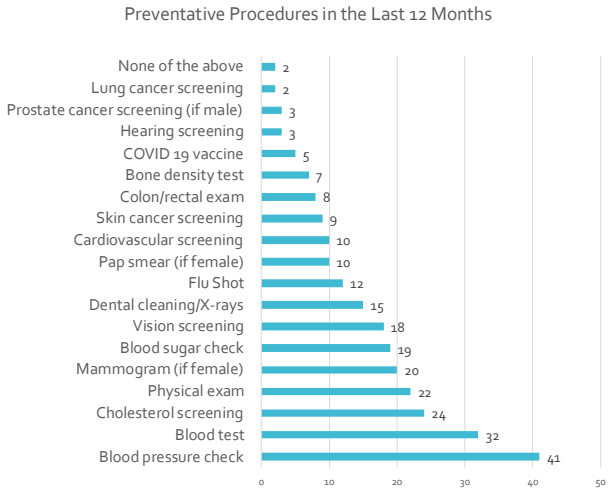
In the past year, did you delay or avoid medical care?

What issues prevent you from accessing the care you need?

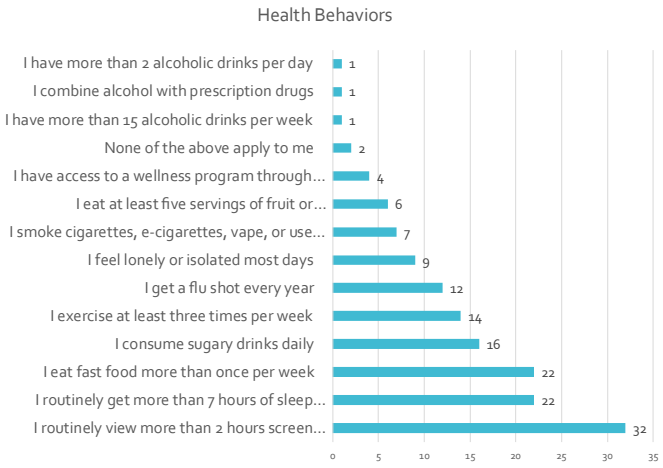




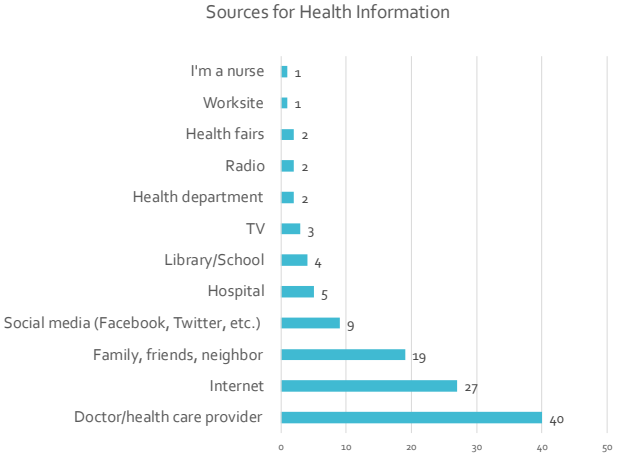
Preventative procedures in the last 12 months (select all that apply).



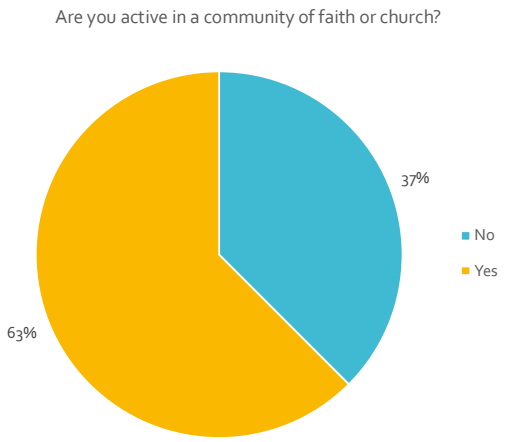
Health behaviors (select all that apply).



Where do you get most of your health information? (select all that apply)

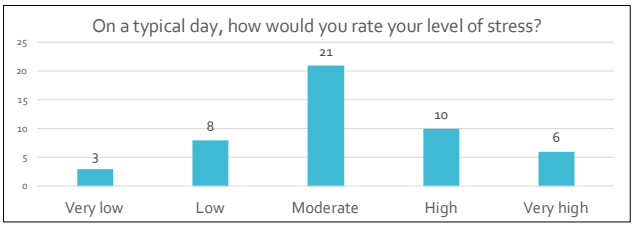


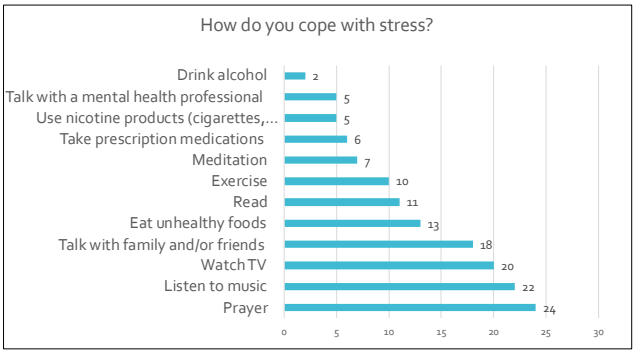
Active in a community of faith or church?



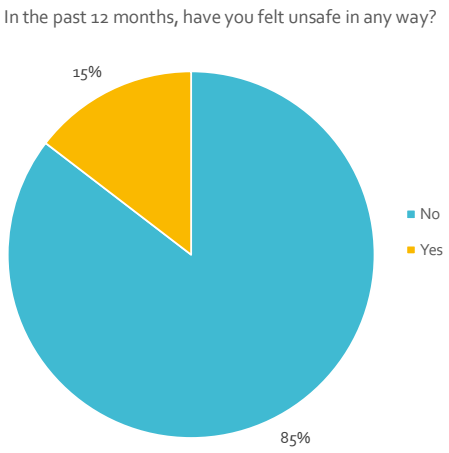
How would you rate your level of stress?

How do you cope with stress?

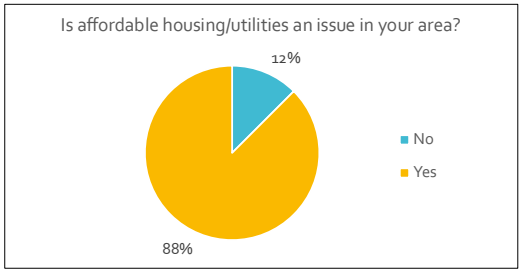




In the past 12 months, have you felt unsafe in any way?

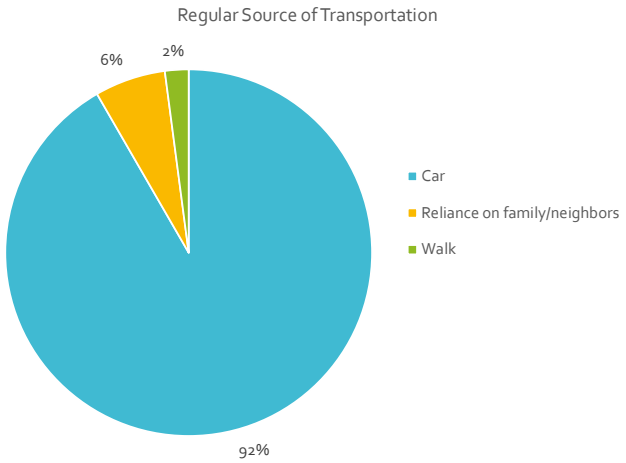


Housing/ utilities affordability and housing conditions

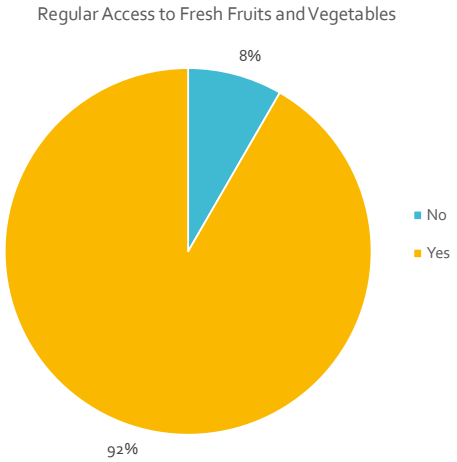


Housing Condition	Respondents
Water leaks	5
Mold	4
Bug infestation	3
Appliances not working	3
Lack of smoke/carbon monoxide detectors	3
Inadequate heating/cooling	2
Unlevel trailer	1
Lead paint or pipes	1

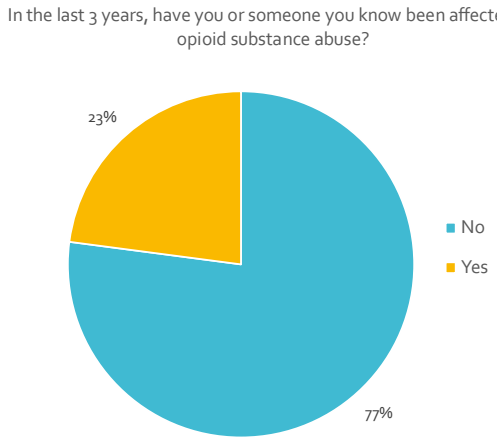
Regular source of transportation



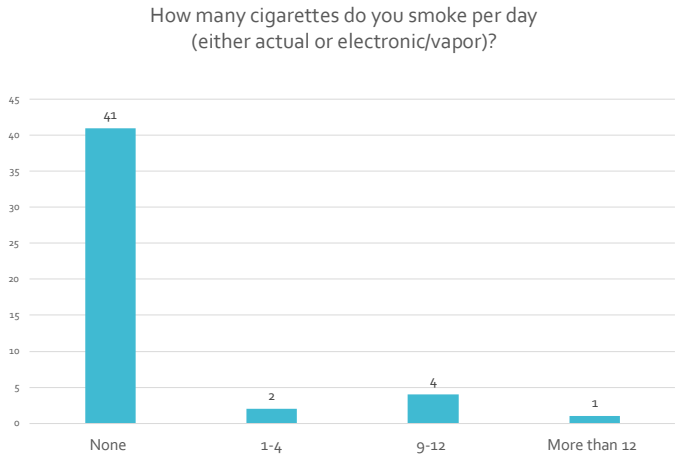
Access to fruits and vegetables



Affected by opioid substance abuse



Nicotine use

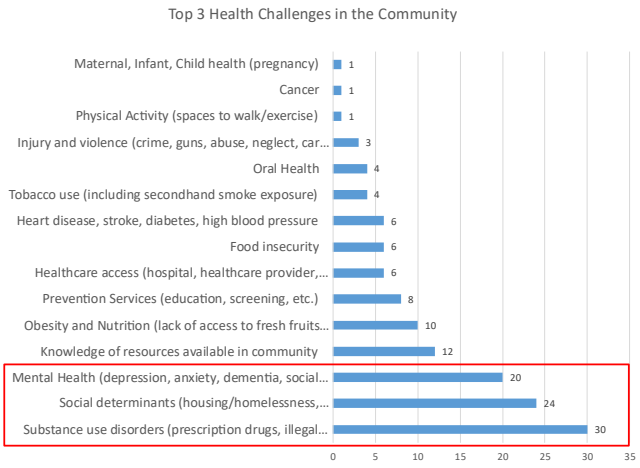
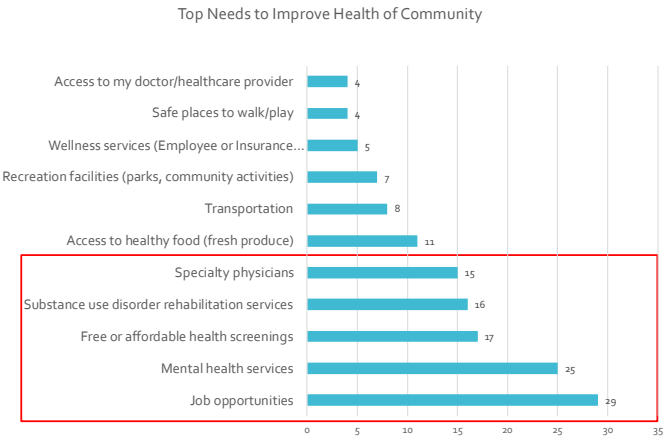


The State of Florida's Health Improvement Plan has outlined 7 priority health areas.

Rank the health priority areas listed in order from most important to less important.

Rank	Health Priority Area	Mean Rank
1	Mental Well-being and Substance Abuse Prevention	2.58
2	Chronic Diseases and Conditions	2.98
3	Maternal and Child Health	3.58
4	Social and Economic Factors Contributing to Health	3.74
5	Alzheimer's Disease and Related Dementias	4.35
6	Injury, Safety and Violence	4.60
7	Transmissible and Emerging Diseases	6.16

Please select the health challenges our community faces (select all that apply).



Pick three (3) items needed to improve the health of our community.