

2025 FOCUS GROUPS & SURVEY REPORT

COMMUNITY HEALTHCARE ASSESSMENT



Freeman
Regional

HEALTH SERVICES

An Avera Affiliate

PREPARED BY:



**FOCUS GROUPS & SURVEY REPORT
COMMUNITY HEALTHCARE ASSESSMENT
Freeman Regional Health Services (FRHS)
June 2025**

Introduction

The purpose of this report is to present the information obtained from a focus group of stakeholders in Freeman Regional Health Services and from a community health survey open to the public. The document is divided into three sections:

- ✓ Organization and Setting
- ✓ Specific Responses in the Focus Groups and Community Health Survey
- ✓ Takeaways

This report provides an accurate representation of the focus group process and outcomes. The process followed a typical focus group format.

- Participants were invited to attend a session that best fit their schedule.
- Participants were limited to a number that would allow for a manageable discussion (less than 12 persons for each group). A total of 17 people were involved in the process.
- Participants were asked a limited number of questions.
- Participants were encouraged to respond based upon their own experiences.
- The focus groups were conducted on May 15, 2025, in the Freeman Regional Health Services Nursing Home Family Room.

ORGANIZATION & SETTING

Focus Group I

Date/Time: 05/15/2025; 11:00 am

Location: FRHS Nursing Home Family Room.

Number of Participants: 9

Facilitators: Eric Ambroson

Refreshments: Snacks and water

Focus Group II

Date/Time: 07/20/2022; 12:30 pm

Location: FRHS Nursing Home Family Room.

Number of Participants: 8

Facilitators: Eric Ambroson

Refreshments: Snacks and water

Community Health Survey

Date/Time: 5/21/2025 – 6/9/2025

Location: Online platform

Number of Participants: 84

Facilitators: Eric Ambroson

DEMOGRAPHIC DATA

Focus Groups

Participant	Sex	Age
1	F	GX
2	F	GG
3	M	GX
4	M	BB
5	M	GX
6	M	BB
7	M	GX
8	F	GZ
9	F	ML
10	M	BB
11	F	ML
12	F	ML
13	F	ML

GG – Greatest Generation; BB – Baby Boomers; GX – Generation X; ML – Millennial Generation; GZ – Generation Z

Male: 46% Female: 54%

Greatest Generation: 1 (8%) Baby Boom: 3 (24%) Generation X: 4 (30%)

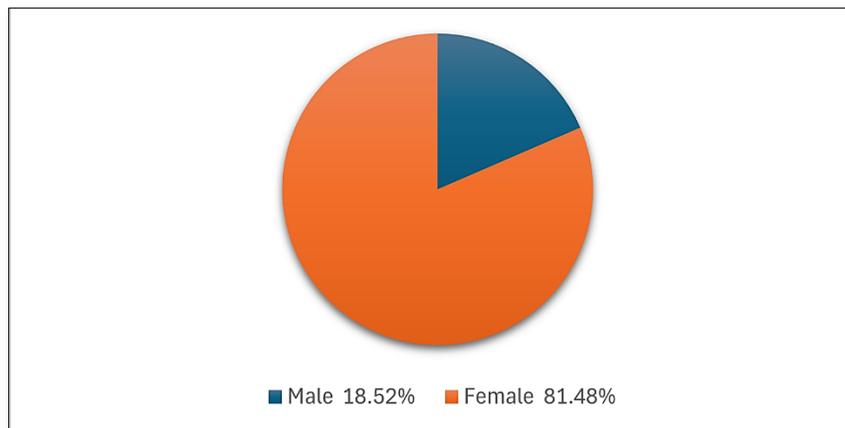
Millennial Generation: 4 (30%) Generation Z: 1 (8%)

Survey Respondents

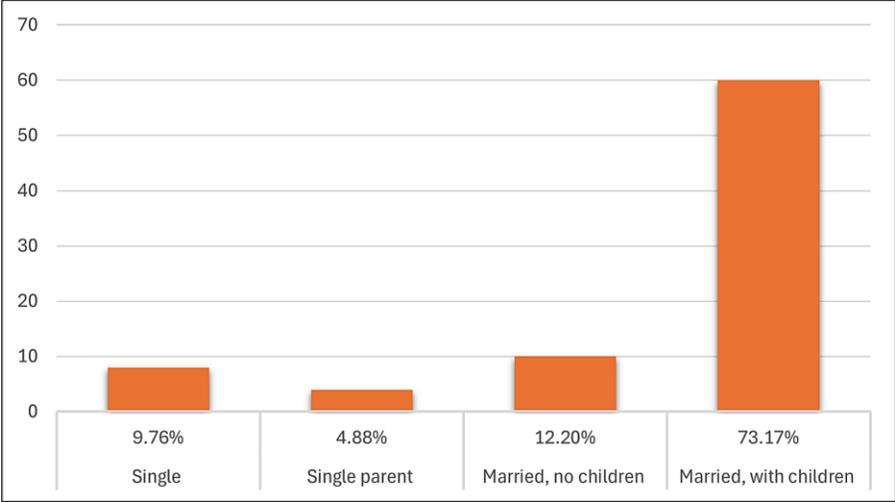
Date/Time: 5/21/2025 – 6/9/2025

Number of Respondents: 84

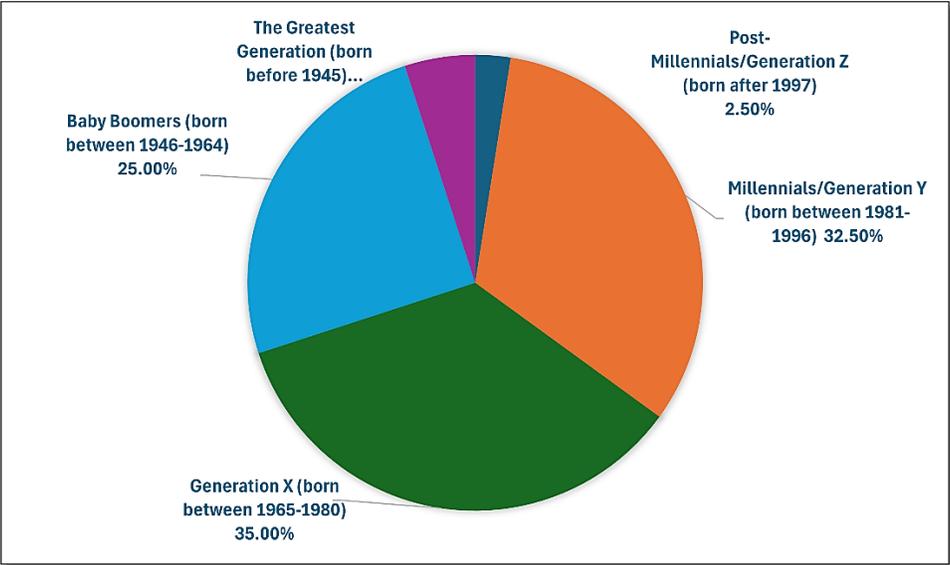
Gender of Respondents



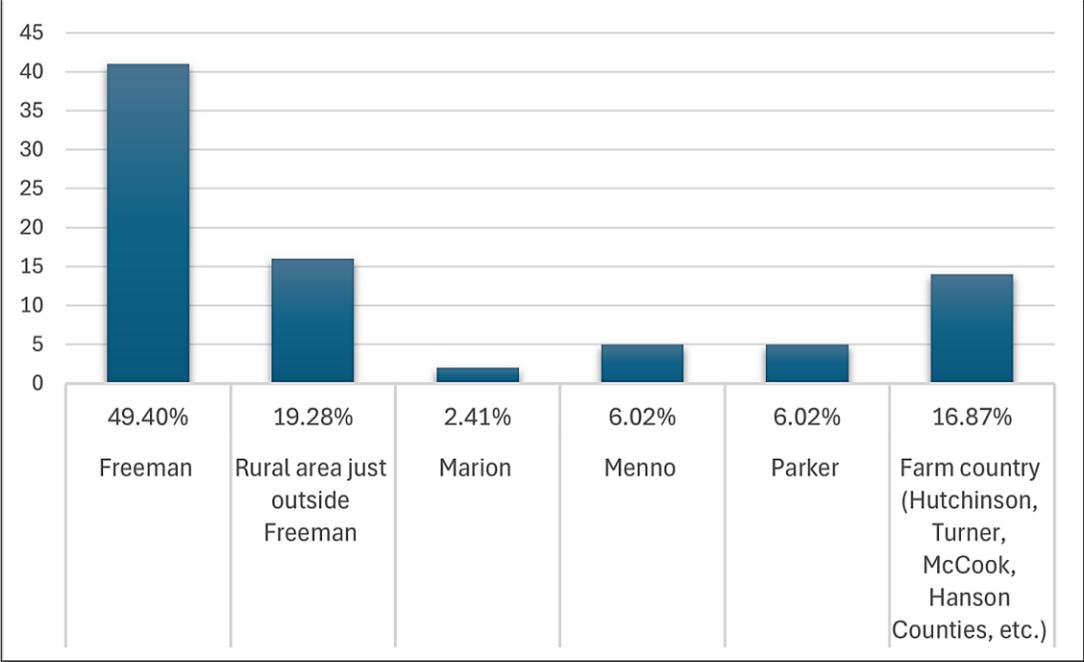
Household Living Arrangement



Age Group/Generation of Respondents



Place of Residence



SPECIFIC RESPONSES – FOCUS GROUPS

Freeman Regional Health Services

Community Health Needs Assessment

Focus Group Results: 11:00 am Group; May 15, 2025

Strengths?

- Availability of ER services
- Good services
- Freeman has more to offer
- Good location (highways, connections)
- Within 50 minutes of larger communities (Yankton, Mitchell, Sioux Falls)
- 2 very good schools (Academy, public schools)
- Arts and music
- Golf, arboretum, and chislic festival
- Public school has good CTE
- Day cares, grocery shopping, farmers market, pharmacies

Lacking?

- Limited services for day care; infants create more demand for care
- Civic groups? Not as much as 50+ years ago; more focused on technology, social media
- Tough to volunteer time (easy to give \$, but not time)
- Butcher shop?

Health Concerns

- Cost
- Health insurance for self-employed?
- Dental work, just one dentist in town
- Education about mental health issues. Promote mental health i.e. WellSpring
- Prenatal care – nothing local

Barriers

- Younger people are more holistic
- 18 to 40 year old demographic, “didn’t go to the doctor”
- Sisters go to Benedictine Center for life enrichment and spiritual direction
- Reactive to our health – why not be proactive?
- Good sidewalks? Bike paths? Is Freeman a walkable, bike-friendly town?
- Language barriers
 - Connecting cultures in Yankton
 - Safe place to go
 - What role does the ministerial association play?
- How about a more concerted effort between FRHS and the ministerial association?
- Organic conversation from a social gathering

Other

- New assisted living and more independent living
- Home health business would do well
- Use furniture store for physical therapy/wellness

Freeman Regional Health Services
Community Health Needs Assessment
Focus Group Results: 12:30 pm Group; May 15, 2025

Strengths?

- Health care system, driving force of the community
- Shopping options – two good pharmacies, two grocery stores, other stores are good
- Strong sense of togetherness and belonging – community center
- 2 schools, golf course, parks, fitness center, pool, pickleball, ball fields, industry is strong
- Library has good programs
- Schmeckfest – cultural activities, arboretum

Lacking?

- Day care and after-school care
- Students in crisis; sometimes, families can't afford to get people to LCBHS
- Affordable transportation – do people qualify?
- Immigrant students – lack of dental care; Delta Dental?

Biggest Health Concerns?

- Mental health – students on meds for anxiety and depression

Barriers

- Resources for mental health
- Access to resources and crisis centers
- Absences are felt; are parents willing to take time?
- Stigma of seeking mental health – bad experiences as a teenager
- LCBHS is a good resource, but how do we afford to get there?
- Cardiac rehab program (seniors need to take it before they graduate), CPR hands-only training; know how to use an AED
- Lack of education on basic emergency response for teachers
- Lack of urgent care (can only go to ER)

Service(s) to add Quality of Life?

- Yoga studio – not a lot of space is needed; holistic
- Fall prevention program
- Furniture store
- Swimming lessons/swim safety (colonies)
- New immigrant mothers – mentorship program? Reach out to the library?
- Sidewalk project on Main Street
- Local officers protect children in schools

Why not go to FRHS?

- “Oh, they can't help me...”
- Services available?
- Routine health (pediatric) not provided in town
- Hard time getting medical staff here
- Better natal care in larger places
- Lack of CRNA on staff
- Maybe a pediatrician would be a good draw – visiting other communities? Sports physicals?

Freeman Regional Health Services

Community Health Needs Assessment

Focus Groups Participants' Written Comments: May 15, 2025

1. What are our community's strengths?

- Lack of Spanish-speaking services
- There are fewer volunteers
- Butcher
- Social services
- Personal and caring
- Two grocery stores

2. What are your biggest health concerns?

- New assisted living and more independent living
- Social media distracts people from social engagement
- The cost of healthcare is too high, causing people to skip care
- Pre-natal care
- It is unclear how to reach mental health services at Wellspring
- Coverage for the self-employed and the ability to get dental care

3. What are the barriers to being healthy or making healthy choices in our community?

- The cost of healthcare
- Language barriers (Spanish)
- Public Health Office / FRHS / Freeman Ministerium

4. What are the services or benefits you would like to see added to our community?

- Sidewalk, bike paths, and winter adult athletic activities like dance or exercise classes
- Pre-natal care
- Indoor pool cost-share with the hotel for physical therapy or community exercise

5. Any other comments?

- Our family does come to Freeman for medical care, but having consistent doctors or PAs, longer than 10 years, would be nice.
- The price and insurance coverage can be a deterrent
- Financial Pressure, food availability, and the kids' backpack program for weekends are major health-related problems

SURVEY SUMMARY

The following includes the facilitator’s review of the Community Health Survey conducted, which was available from May 21 to June 9, 2025. Overall, there were 84 people who took the survey. The questionnaires were available online, and everyone in the service area was encouraged to participate. The Demographic section of this report illustrates “who” responded to the survey. More than 80 percent of the respondents were female. Nearly three-quarters of those who took the survey said they were married with children. The majority of the respondents were split between the Baby Boomers generation (25%), Millennials/Generation Y (32.5%), and Generation X (35%). Most respondents (68.67%) lived in or right outside of Freeman.

The structure of the survey was divided into four general sections:

- Health Services
- Health Education and Information Services
- Additional Community Support
- Quality of Life

Each section had several categories or issues to which the respondents were asked to rate their satisfaction. A score of “5” was the highest satisfaction rating, while a “1” was the lowest rating. The final question was open-ended, and respondents were asked what they believed to be the most important issue in the community.

Health Services

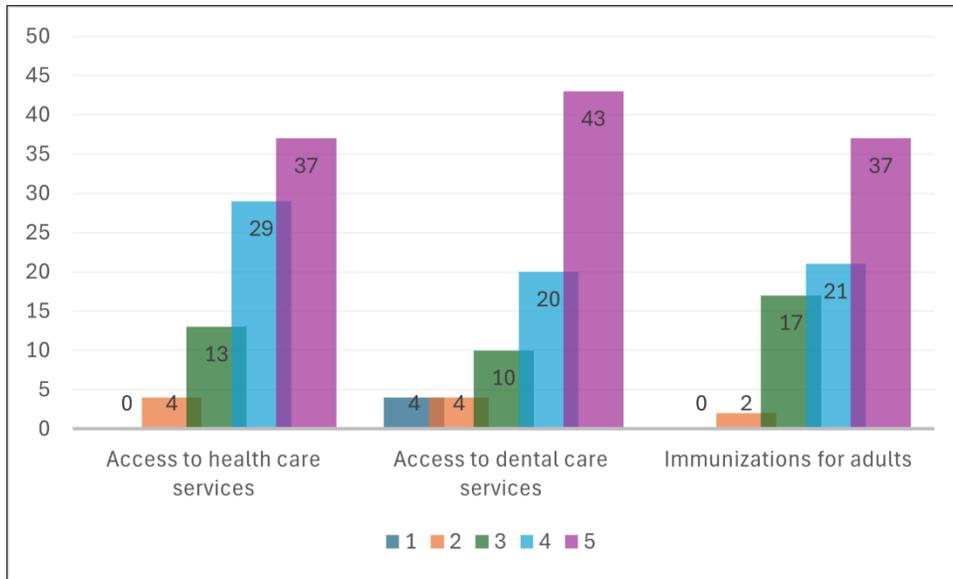
In the **Health Services Section**, respondents were asked to rate their satisfaction with several issues related to the type or amount of health care services provided in Freeman. The complete list included the following:

1. Access to health care services
2. Access to dental care services
3. Weight management services/nutrition counseling
4. Immunizations for adults
5. Cancer prevention, screening, treatment
6. Cardiovascular disease prevention, screening, treatment
7. Diabetes prevention, screening, treatment
8. STD and HIV/AIDS screening and treatment
9. Smoking cessation
10. Mental health services and counseling
11. Alcohol/drug abuse prevention and treatment
12. Domestic abuse shelter and services
13. Violence/injury prevention programs
14. Prenatal, delivery, postpartum care and support
15. Family planning
16. Child preventive and immunization services
17. Breastfeeding support
18. Protection against environmental hazards
19. Prevention of epidemics and spread of disease
20. Preparation, response, and recovery from public health emergencies

On average, 68 responses were registered with each item, with a maximum of 83 responses to “Access to health care services” and a low response rate of 56 to “Breastfeeding support.” Those who took the survey may have been unfamiliar or uncomfortable with some of the issues; thus, a lower response rate.

The clearest “Satisfaction” ratings were given to “Access to dental services,” “Immunizations for adults,” and “Access to health care services.” The chart below illustrates issues receiving the most 5 ratings. “Child preventive and immunization services” was the fourth highest, with an average score of 3.91.

Health Services Items Most Frequently Rated as “Completely Satisfied”



The overall average satisfaction rating in the Health Services Section was 3.5 out of 5. This suggests moderate satisfaction with available healthcare services, with some areas receiving high approval (such as access, dental, and adult immunizations). However, the issues of domestic abuse shelters and services, substance abuse treatment, prenatal care, and mental health services show opportunities for improvement. These areas had an average rating of 2.7, 2.9, 2.9, and 3.0, respectively.

Health Education and Information Services

In the **Health Education and Information Resources Section**, respondents were asked to rate their satisfaction with the level of information or educational resources available in Freeman. The complete list included the following:

21. Information on how and where to find health care services
22. Information related to health maintenance and disease prevention
23. Facts about diseases, disorders, conditions
24. Health education for adolescents, including issues concerning sexuality
25. Assistance to navigate health care and information systems

The overall average satisfaction rating for **Healthcare Information and Education** was 3.5 out of 5, indicating moderate approval across various categories. Survey respondents expressed strong satisfaction with information on how and where to access healthcare services (average rating of 3.9), suggesting that many find

existing resources sufficient. However, ratings for health maintenance and disease prevention information (3.7) and facts about diseases, disorders, and conditions (3.6) were slightly lower, revealing potential gaps in education materials. Some areas showed room for improvement, particularly health education for adolescents (3.0) and assistance in navigating healthcare systems (3.4). The neutrality of these issues may be due to the lack of knowledge or the sensitivity of the subject.

Additional Community Support

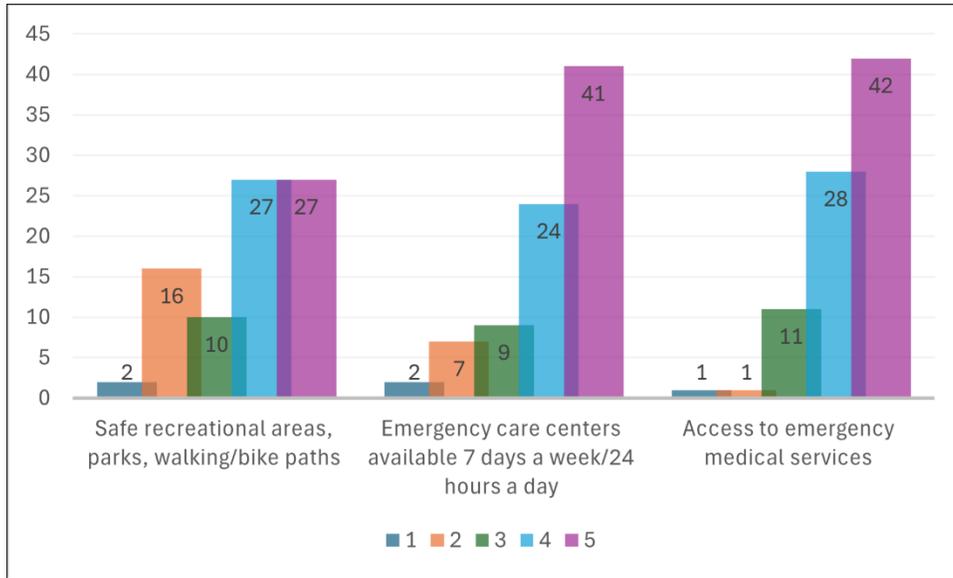
The **Additional Community Support Section** asked participants to rate sixteen services or facilities in the community that are considered vital support systems to community health. The list included the following:

26. Quality of child care services
27. Quality of elder care services
28. Public area accessibility by disabled individuals
29. Public policies discouraging discrimination of age, sex, gender, religion, race/ethnicity, or sexual orientation
30. Racially/ethnically diverse health care workforce and services
31. Cultural competency training for local health care workforce
32. Safe recreational areas, parks, walking/bike paths
33. Access to wellness and exercise facilities
34. Local higher education options with open-admissions policies
35. Emergency care centers available 7 days a week/24 hours a day
36. Responsive public officials and justice system
37. Air and water quality within safe limits
38. Job training opportunities
39. Access to public transportation
40. Access to emergency medical services
41. Adequate supply of health providers

The overall average satisfaction rating across surveyed topics was 3.5 out of 5. On average, 73 responses were registered with each item, with a maximum of 83 responses to both “Access to emergency medical services” and “Emergency care centers available 7 days a week/24 hours a day.” The lowest response rate was for “Quality of child care services” at just 59 responses. This low response rate for this issue could be due to respondents not having first-hand knowledge or experience with local child care services.

The highest satisfaction ratings were for "Access to emergency medical services" and "Emergency care centers available 7 days a week/24 hours a day," with 50.6% and 49.4% of respondents, respectively, giving them a rating of 5 (Completely Satisfied). The next highest satisfaction rating was for “Safe recreational areas, parks, walking/bike paths” with 32.9% of respondents giving a 5 rating. The chart below illustrates issues receiving the most 5 ratings.

Additional Community Support Items Most Frequently Rated as “Completely Satisfied”



The lowest-rated areas included childcare quality (average rating of 2.8) and daycare availability (2.4). Public transportation (3.4) was also noted as needing improvement, particularly regarding access to healthcare appointments in surrounding towns.

Quality of Life

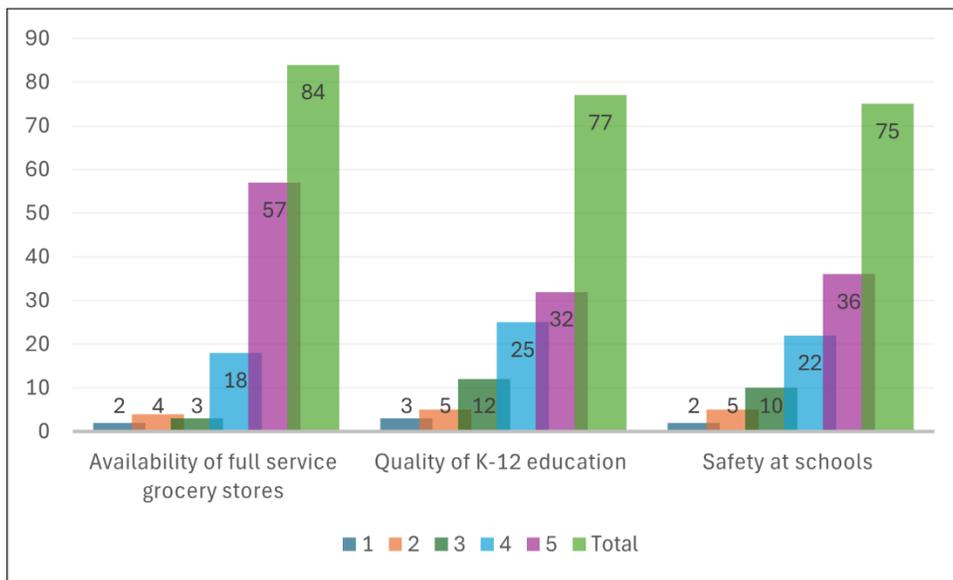
The **Quality of Life Section** of the survey asked respondents to rate their satisfaction with various issues and services that contribute to a vibrant community. The issues presented to the participants included:

42. Availability of full-service grocery stores
43. Availability of affordable daycare centers
44. Affordability of prescription drugs
45. Quality of K-12 education
46. Safety at schools
47. Affordability of medical services
48. Response time of police to emergency calls
49. Availability of employment opportunities
50. Opportunity for civic/community involvement
51. Availability of supervised after-school activities
52. Access to affordable housing
53. Access to information about city, county & state provided resources
54. Access to information about community-provided resources
55. Opportunity for small businesses in the community
56. Availability of agencies providing services to adults
57. Availability of agencies providing services to youth

On average, 74 responses were registered with each item, with a maximum of 84 responses to “Availability of full-service grocery stores” and a low response rate of 60 to “Availability of affordable daycare centers.” Considering the average generational group of the respondents, they may not be aware of the daycare centers and their availability.

The clearest “Completely Satisfied” rating was given to “Availability of full-service grocery stores.” School safety and K-12 education quality were also well-rated, with average ratings of 4.1 and 4.0, respectively. Affordability of prescription drugs (average rating of 3.6) and medical services (3.3) received moderate approval, though costs remain a concern for some residents. The chart below illustrates issues receiving the most 5 ratings.

Quality of Life Items Most Frequently Rated as “Completely Satisfied”



On the other end of the spectrum, affordable daycare (2.4) and supervised after-school activities (2.9) were among the lowest-rated issues, highlighting a pressing need for childcare options. Access to affordable housing (3.0) and employment opportunities (3.4) showed mixed feedback, suggesting ongoing affordability and job availability challenges. Public resource information (3.2) and support for small businesses (3.3) also showed moderate satisfaction, implying opportunities for clearer communication and community investment.

Open-Ended Question – Greatest Health Care Need

The final question asked the participants to write what they think is the greatest health care need in Freeman. The following word cloud summarizes the responses:

FOCUS GROUP TAKEAWAYS

The following includes the facilitator's review of the focus groups: the themes, unique comments, and overall impressions.

Community Strengths

Freeman's many assets contribute to residents' overall well-being. The healthcare system is widely viewed as a cornerstone, offering strong emergency care services, and is recognized as a key community driver. Residents appreciate the two high-performing schools, cultural amenities like music, arts, Schmeckfest, an arboretum, and outdoor and recreational spaces, including golf, parks, and fitness facilities. The geographic location—with proximity to major cities—and solid infrastructure such as grocery stores, pharmacies, and child care options rounded out the town's positive attributes. There was also a noted sense of belonging and community togetherness, highlighted by community centers and library programs.

Areas Lacking or Underdeveloped

However, there are areas perceived as insufficient or lacking. Affordable and adequate daycare—especially for infants—and after-school care are in short supply. Residents lamented the decline of civic engagement and volunteerism, noting that shifts toward technology and time constraints had reduced participation. Needs for a butcher shop, more social service supports, and Spanish-language offerings were also mentioned. While some daycare services exist, they are not meeting the demand, particularly for younger children.

Health Concerns and Affordability

Healthcare-related concerns centered primarily on cost and affordability, with many residents, especially the self-employed, struggling to access affordable insurance or dental care. Mental health emerged as a significant worry, particularly among students and younger residents. Respondents identified a lack of clarity around mental health resources, limited local prenatal care, and concerns about delayed or inconsistent provider availability. Several mentioned that people often avoided care due to cost, and others cited the absence of a staffed CRNA or pediatric services at the local hospital.

Barriers to Health and Engagement

Residents identified both practical and cultural barriers to engaging in healthy behaviors. These included language differences, stigma surrounding mental health, and limited transportation options to outside resources like Lewis & Clark Behavioral Health Services. Community members also voiced concerns about a lack of proactive health culture, limited holistic care integration, and inadequate infrastructure for biking and walking, which affected mobility and accessibility. Additionally, there was a call for more education on emergency response and expanded offerings for holistic and low-impact wellness activities.

Opportunities to Enhance Quality of Life

Participants suggested adding several services to enhance community well-being. Desired additions included a yoga studio, fall prevention program, mentorship initiatives for immigrant mothers, and expanded physical therapy and indoor exercise options, such as repurposing a vacant furniture store for wellness use. A focus on sidewalk improvements, better care coordination, and more consistent healthcare staffing were also

recommended. There was also a clear interest in better outreach between Freeman Regional Health Services and community partners, such as the ministerial association.

Final Notes

Some residents expressed hesitancy about using local healthcare services, citing a perception that FRHS was unable to meet their needs or lacked routine services like pediatrics. Others emphasized the emotional cost of frequent provider turnover, financial stress, and food insecurity—the latter addressed, in part, through backpack programs for children. Altogether, while Freeman boasted a number of community strengths and vital healthcare foundations, there were opportunities to improve access, consistency, and affordability in its health and social services.

COMMUNITY SERVED

The Freeman Regional Health Services (FRHS) service area includes portions of three counties—Hutchinson, Turner, and McCook Counties—and encompasses four rural communities. These communities include Freeman and Menno in Hutchinson County, Bridgewater in McCook County, and Marion in Turner County. For the purposes of this Community Health Needs Assessment (CHNA), the community is defined as all residents of Hutchinson, Turner, and McCook Counties. This report represents all individuals within the defined community and does not intentionally exclude medically underserved, low-income, or minority populations. The community includes all patients served by FRHS, without regard to whether or how much they pay for their care or whether they are eligible for assistance under the hospital's Financial Assistance Policy.

COMMUNITY INPUT

The assessment process began with the collection of primary data from individuals within the FRHS service area to ensure accurate representation of community perspectives.

Community engagement included participation from residents and leaders representing a broad range of organizations, roles, and life stages within the service area. Key community leaders were invited to participate in focus groups held at the hospital in May 2025. Invitees included members of the Freeman Ministerium, leadership from food pantries in Freeman and Bridgewater, school administrators, newspaper publishers, mental health counselors serving the area, patients from multiple generations, parents, city administrators, the community health nurse, local realtors, and representatives from other local organizations.

Participants who were able to attend the focus groups included two pastors, a newspaper editor, an FRHS board member, a local counselor, a private school parent, a recent high school graduate and young mother, food pantry leadership, a public school counselor, the community health nurse, members of Freeman city administration, and the Mayor of Freeman.

In addition to focus group participation, an online community survey was conducted in June 2025 to gather input from the general public.

METHODOLOGY

FRHS utilized multiple methods to engage the community and ensure broad representation of perspectives across the service area.

- **Focus Groups:** Two in-person focus groups were conducted on May 15, 2025, with a total of seventeen participants.
- **Survey Deployment:** A community health survey was developed and administered through District III between May 21, 2025, and June 9, 2025. The survey received eighty-four responses and was promoted through multiple channels, including Facebook, the hospital intranet, staff email communications, local newspapers, and local church bulletins.

Upon completion of data collection and analysis for the Community Health Needs Assessment, FRHS leadership evaluated all identified health needs using a defined set of criteria. These criteria included the magnitude and seriousness of each identified need, alignment with FRHS's mission

and existing services, feasibility given available resources, and the potential for measurable community impact.

Identified health needs were prioritized based on FRHS's ability to address the needs directly or through collaboration with community partners, while avoiding duplication of existing community services. The resulting prioritized health needs were incorporated into FRHS's strategic plan and Implementation Strategy and were reviewed and approved by the FRHS Board of Trustees.

Health Needs Identified:

1. OB Care and Pediatric Services
2. Health Education & Resources
3. Behavioral Health
4. Child Care
5. Volunteerism
6. Community access to exercise opportunities

COMMUNITY RESOURCES

This Community Resource Guide identifies healthcare facilities and community-based organizations available to help address the significant health needs identified through the CHNA process. Inclusion of a resource does not imply endorsement or guarantee of availability. Some identified needs, such as childcare availability, are influenced by broader economic factors. While the hospital does not directly control these areas, it collaborates with community partners and provides referrals when possible.

Healthcare Services

- Emergency (Police/Fire/Ambulance): 911
- Poison Control: 1-800-222-1222
- Freeman Medical Center (Hospital and ER): 605-925-4000
- Rural Medical Clinic – Freeman: 605-925-4000
- Rural Medical Clinic – Marion: 605-648-3559
- Rural Medical Clinic – Bridgewater: 605-729-2421
- Rural Medical Clinic – Menno: 605-387-5435
- Jill Sternquist, MD (OBGYN): 605-665-5538

Senior Services

- Freeman Regional Nursing Home: 605-925-4000
- Freeman Regional Assisted Living: 605-925-4994

Mental Health Support

- 988 Suicide & Crisis Lifeline: Call or text 988
- Freeman Regional Health Services: 605-925-4000
- Wellspring Counseling: freemanregional.com/wellspring for counselor phone numbers
- Rising Hope: 605-494-1500, risinghope.com
- [Lewis & Clark Behavioral Health Services](#): 605-665-4606

Abuse

- Safe Place: 605-996-4440
- Domestic Violence Hotline: 1-800-799-7233

Food & Nutrition Assistance

- Freeman Food Pantry: 605-925-7311
- Bridgewater Food Pantry: 605-999-4868
- Hutchinson County Public Health Services WIC Office: 605-668-2901
- Meals on Wheels for seniors: 605-925-2147

Children, Youth & Family Resources

- Hutchinson County Public Health Services WIC Office: 605-668-2901
- Growing Dreams Learning Center: 605-925-4498
- Freeman Public School: 605-925-4216
- Freeman Academy: 605-925-4237

Transportation

- Freeman Community Transit: 605-692-2222

Fitness Centers

- Freeman Community Center: 605-925-4600
- Record Fitness (Marion): 605-681-5933
- Forever Fitness: 605-759-4547

EVALUATION OF IMPACT SINCE THE 2022 CHNA

In response to the health needs identified in the 2022 Community Health Needs Assessment, FRHS has been involved with improving access to essential healthcare services in the region. The following summarizes the progress made on each priority:

1. Promote Health and Wellness through the community

- FRHS partnered with our Freeman Community Development Corporation to do a sidewalk assessment in Freeman. Through this, safety concerns were identified on Main Street and bump-outs were built into the plans for a new Main Street which was completed in 2023.
- Through Healthy Hometown BCBS, FRHS submitted a grant request and received \$5000 for the Development Corporation to install community benches on Main Street and fund other items to encourage healthy lifestyles in our community.
- Completed a marketing plan focused on providing 'Care for Kids' to communicate the care available at FRHS from birth to adulthood from our local providers. Every Door Direct Mailers were sent to our service area and social media was utilized for promotion as well.
- Community Education:
 - A Babysitting Clinic was held each summer to prepare youth 12+ for caring for others and Hands-only CPR. Our community health nurse provided this training.

- Safe@ Home class was provided in the summer of 2024 and 2025 for students age 9-12. This class offers safety tips, snack ideas and other valuable information for youth who may be home alone for a time. Our community health nurse provided this training.
- CPR classes have been offered to the public each year to help prepare our residents in a life-saving situation.
- Partnered with a 2024 graduate during their senior project. We provided a presentation on mental health to students K-6th to help normalize behavioral health and encourage kids to speak up if they need help.
- Community Events:
 - In 2024 we had a kids coloring contest to promote mental wellness with coloring sheets promoting asking for help, self-care, and to love yourself. We had over seventy-five coloring pages displayed through our facility to communicate that same message to patients, visitors, and residents.
 - Planned Bike Rodeos to promote safe riding in the summers of 2023 and 2024 in Freeman, Marion, and Menno.
 - Invited the Farm Safety Trailer to our Bridgewater location to share farm safety tips with the community in the summer of 2024.
 - Each year at the Turner county fair, we have a booth focused on educating the community. In 2025 we focused on safety and in 2024 we focused on caring for kids.
 - Mutton Run – 5k or 1 Mile walk/run held each year to promote health and gain visibility for FRHS in our community.

While we have made significant efforts to promote safety and the services we offer within our communities, outreach remains a continued priority. Community events provide meaningful opportunities to connect with residents, reinforce that they are valued and heard, and demonstrate that FRHS is willing to invest time and presence into caring for those we serve.

2. CONTINUE TO FOSTER AND PROMOTE COMMUNITY OUTREACH AND VOLUNTEERISM.

FRHS has a strong history of community involvement, with many leaders actively serving on city council, church boards, the community development corporation, booster clubs, and the local food pantry. This involvement has helped position FRHS as a trusted and visible community leader.

As community volunteer numbers continue to decline, FRHS recognizes an opportunity to build on this momentum by expanding engagement beyond leadership roles and encouraging broader staff participation. In the coming years, we aim to create meaningful, accessible opportunities that invite staff at all levels to take part in community service, strengthening both our workforce culture and the communities we serve.

3. POSITION FRHS TO MEET THE CHANGING NEEDS OF THE SURROUNDING POPULATION.

FRHS recently began exploring the development of a future healthcare campus designed to support the long-term health and wellness needs of our communities. While planning for the future, FRHS has remained committed to maintaining and improving our existing facilities to ensure safe, accessible, and welcoming environments for patients, residents, staff, and

visitors. Recent improvements include landscaping enhancements and a renovated waiting area at the Marion Clinic in 2024 and 2025, which were recently completed, parking lot updates at the Freeman campus completed in summer 2025, new flooring installed in 2023, and a widened sidewalk in 2025 to improve access for air ambulance services from our medical center.

4. PROVIDE ACCESS TO COMMUNITY BASED QUALITY CARE.

While recruitment efforts for an additional physician continue, FRHS has made progress by transitioning two part-time providers to full-time roles, improving continuity of care and patient access. Additionally, one provider has completed mental health certification, allowing FRHS to begin offering mental health services in-house. These advancements expand care availability, reduce barriers to services, and strengthen FRHS's ability to meet evolving patient needs locally.

5. ADDRESS ISSUES RELATING TO WORK FORCE SHORTAGES AND ACCESS TO QUALITY DAYCARE AND AFTERSCHOOL PROGRAMS.

- Through our Apprenticeship CNA program and partnerships with local schools, we have helped spark interest in healthcare careers and provided hands-on training for the next generation of providers.
- We have actively collaborated with local organizations, helping the community daycare fundraise and applying for grants to improve services and accessibility for families.
- While FRHS cannot directly change the availability of daycare or housing in our community, we actively collaborate with local organizations and community partners, through our volunteerism, who are working to address these needs. By supporting these efforts, we hope to help create solutions that benefit families and make Freeman an even stronger place to live and work.

No written comments or feedback were received on the previous CHNA and Implementation Plan. While we did not receive formal input, we remain committed to engaging our community and encourage stakeholders to provide feedback on this report and future assessments.