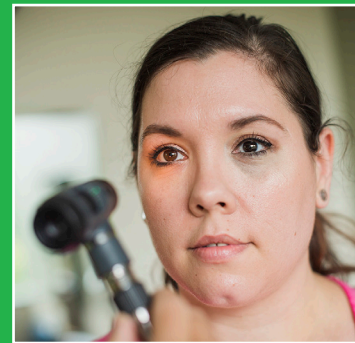


2022 Community Health Needs Assessment Implementation Strategy



MultiCare 
Covington Medical Center

Executive Summary



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2022

MultiCare is a not-for-profit healthcare system with roots that go back well over 100 years. With over 20,000 team members including employees, providers and volunteers, MultiCare Health System is the largest community based, locally governed health system in the state of Washington. MultiCare’s integrated community-based system of health includes primary, specialty and urgent care services, in addition to a wide range of community outreach programs. MultiCare is the largest community based, locally governed health system in the state of Washington.

PRIORITY HEALTH NEEDS

In 2021, MultiCare Covington Medical Center collaborated with King County Hospitals for a Healthier Community (HHC) to conduct a comprehensive Community Health Needs Assessment (CHNA) for King County, Washington. The collaborative consists of all 10 nonprofit hospitals and health systems in King County, along with Public Health — Seattle & King County. The assessment process included surveys and workshops among area residents and interviews with community leaders. The resulting report features a comprehensive mix of quantitative and qualitative findings.

Based on the results of the assessment, the collaborative jointly identified the following priority health needs:

- Access to care
- Mental health and substance use disorders
- Chronic disease management — specifically obesity, cancer, diabetes, heart disease/hypertension
- Food insecurity

THREE-YEAR FOCUS

MultiCare’s Center for Health Equity & Wellness convened meetings with system leaders and stakeholders to review the assessment. Based on the data, available resources, existing programs and other needs, Covington Medical Center selected the following health priorities as the focus of the next three-year implementation period:

- Access to health care
- Behavioral health
- Chronic disease

Executive Summary

Continued

Due to limited resources and expertise, hospital leadership decided not to address food insecurity at this time. This CHNA implementation strategy describes how the hospital will address the identified health care needs by:

- Continuing and strengthening existing programs and services
- Exploring the implementation of new strategies, programs or services
- Collaborating with community organizations to implement evidence-based strategies across the service area

MultiCare's benefit implementation strategies will contribute to long-term, sustainable improvements in community health. Through coordinated efforts with community partners, MultiCare will use these strategies as a road map toward achieving better health outcomes.

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About MultiCare



MultiCare Health System offers a comprehensive network of health services which features numerous primary care, urgent care and specialty services — including Immediate Clinic, MultiCare Indigo Urgent Care, Pulse Heart Institute and MultiCare Rockwood Clinic, the largest multispecialty clinic in the Inland Northwest. Specialty services include a Level II adult and pediatric trauma center, a Level IV Neonatal Intensive Care Unit, the region's only Level I Trauma Rehabilitation Center and an internationally renowned therapy unit for children with special needs. Through our affiliation with Navos and Greater Lakes Mental Health, we are the largest behavioral health provider in Washington state.

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Serving individuals of all ages, MultiCare's network includes 11 hospitals:

- **MultiCare Allenmore Hospital, Tacoma**
- **MultiCare Auburn Medical Center, Auburn**
- **MultiCare Capital Medical Center, Olympia**
- **MultiCare Covington Medical Center, Covington**
- **MultiCare Deaconess Hospital, Spokane**
- **MultiCare Good Samaritan Hospital, Puyallup**
- **Mary Bridge Children's Hospital, Tacoma**
- **MultiCare Tacoma General Hospital, Tacoma**
- **MultiCare Valley Hospital, Spokane Valley**
- **Navos, Seattle***
- **Wellfound Behavioral Health Hospital, Tacoma***

**Independently operated affiliate*

CHNA Methodology



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BACKGROUND AND PROCESS

MultiCare Health System worked with the King County Hospitals for a Healthier Community (HCC) collaborative to conduct a comprehensive Community Health Needs Assessment (CHNA). The process included quantitative analysis and qualitative interviews with community leaders and residents of King County representing many sectors and population groups, including low-income residents and others affected by health disparities.

CRITERIA FOR PRIORITIZING HEALTH NEEDS

The HCC collaborative developed a list of priority health needs by using the following criteria:

- Availability of high-quality data that are population based (where possible), measurable, accurate, reliable, and regularly updated. Data should focus on rates rather than counts
- Ability to make valid comparisons to a baseline or benchmark

- Prevention orientation with clear sense of direction for action by hospitals for individual, community, system, health service, or policy interventions that will lead to community health improvement
- Ability to measure progress of a condition or process that can be improved by intervention/policy/system change, and there exists a capacity to affect change
- Ability to address health equity, particularly by age, gender, race/ethnicity, geography, socioeconomic status, although not all demographic breakdowns may be available for all indicators
- Alignment with local and national healthcare reform efforts, including the triple aim

The health concerns or indicators that met most criteria became the suggested priority health needs for the hospital service area. The resulting list of priority needs served as a starting point for discussion, rather than as a definitive short list requiring action.

CHNA Methodology

Continued

PRIORITY HEALTH NEEDS IDENTIFIED BY THE HHC COLLABORATIVE

- Access to care
- Mental health and substance use disorders
- Chronic disease management — specifically obesity, cancer, diabetes, heart disease/hypertension
- Food insecurity

MULTICARE'S PROCESS FOR SELECTING HEALTH CARE PRIORITIES

MultiCare convened internal stakeholder meetings to review the assessment, consider community health care needs and select priorities. The Covington Medical Center internal stakeholder group included executive, physician, nurse, clinic and outpatient leaders. The group chose to focus on the following priority health needs over the next three-year period:

- Access to health care
- Behavioral health
- Chronic disease

Due to limited resources, expertise, and hospital leadership, Covington Medical Center decided to not address food insecurity as a stand-alone priority at this time. Additionally, since food insecurity is a major contributor of chronic disease, Covington Medical Center decided to address anything food insecurity related under the category of chronic disease.

Covington Medical Center leaders then created implementation strategies and identified internal and community resources that address these four needs.

MULTICARE COVINGTON MEDICAL CENTER IMPLEMENTATION STRATEGY

Covington Medical Center's implementation plan, outlined on the following pages, describes how the hospital will address the identified health care needs by:

- Continuing and strengthening existing programs and services
- Exploring the implementation of new strategies, programs or services
- Collaborating with community organizations to implement evidence-based strategies across the service area

Priorities, Strategies and Activities

GOALS

1. Access to Care



2. Behavioral Health



3. Chronic Disease



STRATEGIES

- Continue to establish partnerships with school districts to target underserved communities.
- Support Medical Teams International's Mobile Dental Program in the Covington community.
- Continue to increase access to childhood immunizations in underserved communities.
- Partner with Dispatch Health to provide in-home care.
- Promote MultiCare virtual care services for community members.
- Partner with agencies to provide health insurance application navigation and assistance.

- Increase timely access to behavioral health services.
- Promote integration of physical and behavioral health care.
- Continue to integrate substance use treatment into the medical care setting.
- Expand capacity to provide co-occurring mental health and substance use disorder treatment.

- Partner with YMCA to offer the YMCA01 EPIC referral to all MultiCare Health system providers.
- Continue outreach, promotion, and training related to hypertension and heart disease.
- Continue diabetes education, promotion, and risk assessments in underserved, BIPOC, and disparate communities.
- Participate in the Food Security Learning Network offered by Public Health Seattle & King County.

Focus 1: Access to Care



Our goal is to increase access to health care services in our community.

For the purpose of promoting and maintaining health, controlling disease, preventing needless disability and untimely death, and attaining health equity, providing access to comprehensive, high-quality care is vital to our community's health.

Barriers to health care lead to unmet health needs, delays in receiving appropriate care, lack of preventive services and hospitalizations that could have been avoided.

Healthcare coverage increased dramatically in King County following implementation of the Affordable Care Act (ACA). From 2010 to 2016, lack of health insurance dropped by more than two thirds among young adults ages 18 and 24 years old, as more young adults could remain on their parents' health insurance plans. With the initiation of the individual mandate in 2014, access to private insurance was expanded and more adults became eligible for Medicaid.

According to the CHNA, 33.7% of adults in South King County were most likely to report that they had not seen a dentist in the previous year, which was much higher than the percentage of adults who reported that they had not seen a dentist in other regions of King County.

Additionally, half of adults in King County with household income below \$15,000 had not visited a dentist in the past year, reflecting long-standing income disparities for dental care.

Our goal is to increase access to health care services in our community through the following strategies and activities:

- Continue to support Medical Teams International's Mobile Dental Program in the Covington community.
- Continue to provide monthly free and low-cost emergency dental services at Covington Medical Center on a monthly basis.
- Promote MultiCare virtual care services for community members.
- Continue to increase access to childhood immunizations in underserved communities.
- Continue to establish partnerships with school districts to target underserved communities.
- Solicit applications from MultiCare's Community Partnership Fund from CBO's whose mission pertains to addressing access to care.

Focus 1: Access to Care

Continued

ANTICIPATED OUTCOMES

Anticipated outcomes from these strategies may include:

- An increased number of patients who receive care via the Medical Teams International Mobile Dental Program
- Increased access the number of children who receive childhood vaccines
- Higher rates of MultiCare virtual care services provided to the community

INTERNAL RESOURCES

As a not-for-profit health care system, MultiCare offers programs that increase access to care; improve care coordination; and provide financial assistance for uninsured, underinsured and low-income populations. Examples of these programs and services include the following: Charity care, or free medical care, exists for children in families with incomes at or below 300 percent of the federal poverty level (FPL), which is \$70,650 for a family of four. For persons between 300 percent and 400 percent of the FPL, there are sliding

scale fees available to help offset the cost of care. In addition to charity care, MultiCare provides no-interest payment plans, flexible payment schedules, discounted services and assistance with qualifying for state-sponsored health plans.

MultiCare Indigo Urgent Care clinics offer neighborhood walk-in clinics throughout the treating most minor illnesses and injuries and provide quick care for low-acuity conditions. Open seven days a week, Indigo Urgent Care clinics serve neighborhoods throughout Pierce, King, Thurston and Snohomish counties.

Personal Health Partners (PHPs) help patients overcome barriers to care by coordinating services and ensuring open communication between providers, patients and families. Some examples of services offered include medication management, participation in primary care visits and home assessments.

MultiCare Urgent Care and Primary Care clinics provide same- and next-day appointments and a 24-hour nurse line. These clinics also have extended hours on weekday evenings and weekends.

Focus 1: Access to Care

Continued

COMMUNITY RESOURCES

In addition to the MultiCare programs and services, we also collaborate with community organizations to increase health care access. Examples include the following:

Auburn Public Health Center provides health care services that include family planning; HIV screening; maternity support; the Women, Infants and Children (WIC) supplemental food program; and OB/GYN care to individuals in the service area.

Health Point Community Health Centers provide medical and dental care, as well as complementary and alternative medical services, at 17 King County locations. They also aim to foster healthy communities in some of the most culturally and economically diverse areas in King County.

Medical Teams International Mobile Dental Program offers free and low-cost urgent dental care services at MultiCare campuses on a monthly basis.

Project Access Northwest collaborates with providers to deliver medical and dental care for uninsured and low-income individuals. Project Access also offers insurance premium assistance for individuals on the Washington Health Benefits Exchange.

The **King County Access to Baby and Child Dentistry** program connects low-income children, from birth to five years of age, with private dentists.

The Seattle-King County Dental Society provides donated dental services for low-income residents who do not qualify for Medicaid.

The **SmileMobile** is a mobile dental office serving low-income children. Services range from examinations and preventive care to fillings and minor oral surgery.

Statewide Health Insurance Benefits Advisors (SHIBA) help clients understand health care coverage options and rights, find affordable health care coverage, and evaluate and compare health insurance plans. SHIBA provides free, unbiased and confidential assistance with Medicare and health care choices.

WithinReach assists people in every county in Washington state by providing connections to the Family Health Hotline, the Special Supplemental Nutrition Program for Women, Infants and Children (WIC), the Supplemental Nutrition Assistance Program (SNAP) and health insurance.

Focus 2: Behavioral Health



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Our goal is to improve behavioral health outcomes for adults and youth.

Mental health and substance use disorders affect an individual's ability to live a full, productive life. According to the Covington Medical Center CHNA, adults, children and youth with untreated behavioral health issues have poorer health, educational and socioeconomic outcomes. Affected individuals are at higher risk of intentional injury and suicide. In addition, people with chronic behavioral health conditions are less likely than the general population to seek medical care.

Our goal is to improve behavioral health outcomes through the following strategies and activities:

- Increase timely access to behavioral health services.
 - Offer an open-access model of care option for clients with mental health and substance use disorder problems through walk-in clinics. Clients can arrive for mental health and substance use disorder assessments at their convenience and leave with the following information about their next treatment appointment: time, date and their provider's name. Our goal is to reduce the amount of time between assessment and appointment to a maximum of 14 days.

- Promote integration of physical and behavioral health care.
 - Offer a regularly scheduled Mobile Health Care Clinic at community behavioral health sites in King County to provide much-needed medical care for mentally ill adults who would not otherwise access primary care.
 - Include this service in the client's behavioral health service plan.
 - Offer case management and peer support to reduce barriers to accessing primary medical care services.
 - Continue to expand the integration of behavioral health providers in medical care settings for youth and adults.
 - Coordinate the assessment and treatment of depression in adolescents ages 12–17 through the use of a common depression screening tool (PHQ-9) in primary care, pediatric and behavioral health care settings.
- Continue to integrate substance use treatment into the medical care setting.
 - Coordinate medical treatment and behavioral health treatment for individuals with opiate addictions.

Focus 2: Behavioral Health

Continued

- Expand capacity to provide co-occurring mental health and substance use disorder treatment.
 - Continue to grow the availability of outpatient co-occurring treatment options at MultiCare Behavioral Health.
- Solicit applications from MultiCare's Community Partnership Fund from CBO's whose mission pertains to addressing behavioral health.

ANTICIPATED OUTCOMES

Anticipated outcomes related to these strategies include:

- A decrease in the number of days from mental health/substance use disorder assessment to first appointment
- An increase in the number of people served each year by the Mobile Health Care Clinic at community behavioral health sites
- Continued expansion of behavioral health and medical care integration for youth and adults
- Complete adoption of the PHQ-9 depression screening tool in primary care, pediatric and behavioral health care settings
- An increase in the number of providers offering medical and behavioral health treatment for opioid addiction
- Increased availability of outpatient co-occurring treatment options

Focus 2: Behavioral Health

Continued

INTERNAL RESOURCES

MultiCare offers comprehensive, effective behavioral health services that restore hope and help individuals and families get back on the path toward achieving their life goals. Programs include the following:

Mobile Health Care Clinic provides primary care services to adults with severe and long-term mental illness and coordinates their mental and behavioral health needs. Services are available through a mobile RV that offers regularly scheduled services at four community mental health centers in King County.

Mobile Outreach Crisis Team (MOCT) provides emergency consultation and intervention services, including a mental health crisis line that can be reached 24 hours a day, 365 days a year.

Navos, an affiliate of MultiCare, offers a full spectrum of community mental health services to thousands of low-income youth and adults every year, from crisis intervention to inpatient psychiatric care to highly specialized outpatient services.

COMMUNITY RESOURCES

Accelerator Y provides outpatient mental health and substance use treatment, offering specialized support and counseling services for young people and their families. Services range from crisis response to long-term holistic treatment plans.

Catholic Community Services features 12 family centers across Western Washington that provide a variety of services, including counseling, case management and support for youth, adults and families.

Comprehensive Life Resources provides behavioral health services for adults, children, families and homeless individuals. This organization also offers housing services, foster care and residential/inpatient services for youth and adults.

Muckleshoot Indian Tribe Behavioral Health Program provides comprehensive mental health services, state-certified chemical dependency treatment, and adult recovery housing and prevention services for tribal community members, families, and other Native Americans living on and near the Muckleshoot Indian Reservation.

Focus 2: Behavioral Health

Continued

Sea Mar Community Health Centers form the largest network of community health centers in Washington state with over 90 medical, dental and behavioral health clinics and a wide variety of nutritional, social and educational services. Sea Mar proudly serves all persons without regard to race, ethnicity, immigration status, gender, sexual orientation or ability to pay for services.

Valley Cities Behavioral Health Care provides mental health and substance use services for people of all ages in comprehensive outpatient clinics located in Auburn, Federal Way, Kent and Renton.

Asian Counseling and Referral Service (ACRS), offers a wide range of behavioral health services for adults and youth, as well as case management.

Focus 3: Chronic Disease



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Our goal is to improve chronic health conditions in our community

A general definition of a chronic disease is a condition that lasts for a year or longer, necessitates continuous medical care, restricts daily activities, or both. In King County, chronic illnesses are among the main causes of hospitalization, disability, and mortality. They also add significantly to the financial burden on patients and healthcare systems. Poor diet, inactivity, and other risky behaviors—described in other sections of this report— increase the chance of acquiring chronic illnesses and are crucial targets for targeted prevention and health promotion measures.

According to the Covington Medical Center CHNA, the rate of high blood pressure among South King County adults is 29.3%, which is higher than the King County average. The neighborhood with the highest rate of adult hypertension was South Auburn, which had a rate of 37.8%.

Additionally, Adults living in South King County were more likely to have diabetes than adults living in all other regions of King County. The prevalence of diabetes in South King County is 9.6%.

Our goal is to serve, educate, and support our community address chronic disease through the following strategies:

- Partner with YMCA to offer the YMCA01 EPIC referral to all MultiCare Health system providers.
 - Implement YMCA01 e-referral to make it easier for providers to refer patients to the YMCA for chronic disease management and prevention programming, such as the Diabetes Prevention Program (DPP), Actively Changing Together (ACT!) program, Enhance Fitness, Livestrong, Blood Pressure Self-Monitoring Program (BPSMP) and more.
- Continue programming, outreach, marketing, and training related to hypertension and heart disease.
 - Partner with Pulse Heart Institute to promote access to prevention resources.
 - Provide hypertension awareness and provide education and resources at community events and other outreach methods.
 - Increase individuals/volunteers trained to provide blood pressure screenings in the community.
 - Continue Tobacco/Nicotine Cessation Program

Focus 3: Chronic Disease

Continued

- Continue diabetes education, marketing, and risk assessments in underserved, BIPOC, and disparate communities.
 - Increase health promotion and prevention programs that are culturally tailored for lifestyle counseling on maintaining healthy BP, through eating tips that provide healthy alternatives to common cultural foods.
 - Partner with Diabetes Services on diabetes prevention program access and education.
- Participate in the Food Security Learning Network offered by Public Health Seattle & King County.
- Solicit applications from MultiCare's Community Partnership Fund from CBO's whose mission pertains to addressing chronic disease.

ANTICIPATED OUTCOMES

Anticipated outcomes related to these strategies include:

- Increased collaboration with community stakeholders to improve population health
- Increased trainings related to blood pressure screenings.
- Increased participation in community programs and events including the YMCA's Empowering Pregnancy and Motherhood program and Healthy Kids Day
- Increased marketing and education for hypertension and diabetes prevention.
- Increased referrals through YMCA01 e-referral.
- Participation in Food Security Learning Network and coalitions related to chronic disease and food insecurity.

Focus 3: Chronic Disease

Continued

INTERNAL RESOURCES

MultiCare offers services for children, adults and families related to nutrition and physical activity programming, weight management, nutrition counseling and healthy lifestyles. Examples of these services include the following:

MultiCare Center for Diabetes Education features a team of registered nurses, registered dietitians and pharmacists who specialize in teaching people with diabetes how to effectively manage their disease.

Center for Health Equity & Wellness offers health, wellness and outreach programs. Clinicians with expertise in nutrition, and weight management provide services such as health assessments, screenings, menu planning, goal setting, and one-on-one and group counseling to help clients make healthy changes.

Center for Weight Loss & Wellness offers evidence-based weight loss and wellness programs and procedures, including surgical and nonsurgical interventions and personalized weight management plans. These services are often covered by medical insurance and delivered by a multidisciplinary team of surgeons, bariatricians (providers who are board certified in obesity medicine), registered dietitians and behavioral health specialists.

COMMUNITY RESOURCES

In addition to MultiCare programs and services, other community organizations and partnerships striving to improve physical health outcomes include the following:

WithinReach assists people in every county in Washington State by providing connections to the Family Health Hotline, WIC, SNAP and health insurance.

YMCA of Greater Seattle offers programs and services that enable youth to realize their potential, help adults commit to a healthy lifestyle, and connect older adults to a community. This organization has multiple locations in South King County.

Step By Step aims to transform the lives of at-risk pregnant women through programs focused on healthy pregnancy, parenting and life skills.

Conclusion



As a leading regional health care system, MultiCare is committed to improving the health of the people and communities we serve. The process of conducting a Community Health Needs Assessment and developing implementation strategies helps us better understand the health care needs of our communities and the significant role we play in addressing those needs. In addition, this process has fostered greater collaboration among the many organizations that share our goal of improving the health of all people in our communities.

The MultiCare leaders and staff involved in developing the implementation strategies for MultiCare Covington Medical Center include:

Mark Smith

President,
Auburn and Covington Medical Centers

Arun Mathews

Chief Medical Officer,
Auburn and Covington Medical Centers

Tim Holmes

President of Behavioral Health,
MultiCare Health System

Chelsey Lindahl

Manager Health Promotions
and Wellness,
Center for Health Equity and Wellness

Sheri Mitchell

Community Outreach
Program Manager,
Center for Health Equity and Wellness

Samantha Clark

Assistant Vice President of
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Mary Fabrizio

Assistant Vice President,
Center for Health Equity and Wellness

Nicolette Slaughter

Community Engagement Manager

Stefan Agyemang

Community Benefit Specialist,
Center for Health Equity and Wellness

Chad Gabelein

Telehealth Program Director,
MultiCare Health System

Appendix:

Community Impact Evaluation 2019-2022



MultiCare 

Covington Medical Center

Community Impact Evaluation



From 2020 through 2022, Covington Medical Center's CHNA implementation strategies focused on the following priority health needs:

- Access to Care
- Behavioral Health
- Childhood Immunizations
- Physical Health

Metrics were established for each priority area, and data was tracked on a quarterly basis over the three-year implementation period. While MultiCare's community benefit strategies play a part in addressing community health needs, it is important to acknowledge that other factors, including other partner organizations, policies, and initiatives, impact overall community health outcomes.

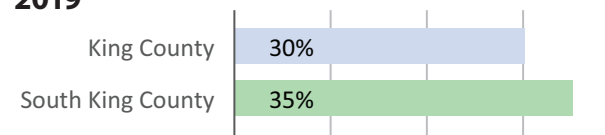
Focus 1: Access to Care - Oral Health



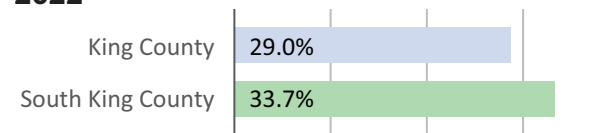
The percent of adults who report having no dental checkup continues to be higher in South King County than in King County. MultiCare partners with Medical Teams International (MTI) Mobile Dental Clinics to ensure greater access to preventive and emergency dental care. Covington Medical Center hosts an onsite MTI Mobile Dental Clinic.

No Dental Checkups % King County / South King County

2019



2022



Source: Behavioral Risk Factor Surveillance System

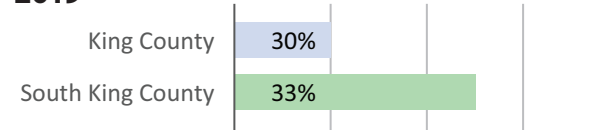
Focus 2: Behavioral Health



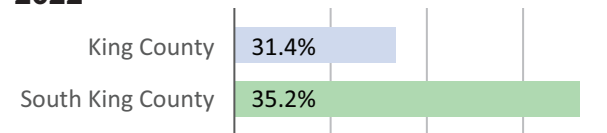
Protecting our mental health is important to protecting our physical health and quality of life. Protecting our mental health is important to protecting our physical health and quality of life. When analyzing whether students, during the past year, have felt so sad or hopeless for two weeks or more that they stopped doing some of their usual activities, youth in South King County were more likely to experience this than in all other regions of King County.

Youth With Depressive Feelings % King County / South King County

2019



2022



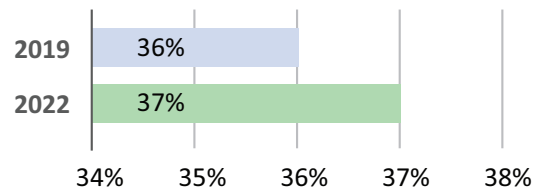
Source: Behavioral Risk Factor Surveillance System

Focus 3: Childhood Vaccinations



In order to measure youth vaccinations, our MultiCare's CHNA report measures the rate of incomplete vaccination coverage for King County children between the age of 19 and 35 months. When looking at the data for 2019 and 2022 CHNA, the rate of incomplete vaccination in the South Region was significantly higher than all other King County regions.

Incomplete Vaccination Series % (19 to 35 months) South King County



Source: Behavioral Risk Factor Surveillance System

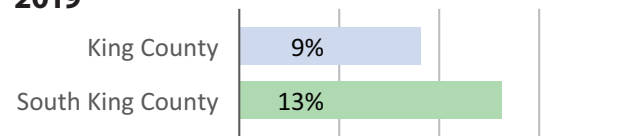
Focus 4: Youth Obesity



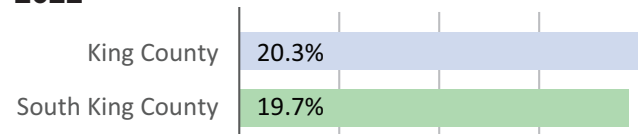
Youth are considered obese if their body mass index (BMI) is in the top 5% for their age and gender. After a relative decline in 2012, youth obesity rates have been increasing in King County. According to the CHNA, students in the South King County were most likely to be obese.

Youth Obesity % King County / South King County

2019



2022



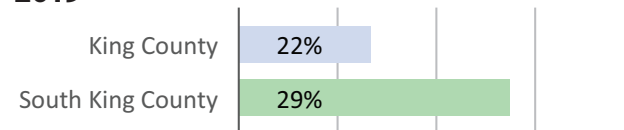
Source: Behavioral Risk Factor Surveillance System

Focus 5: Adult Obesity

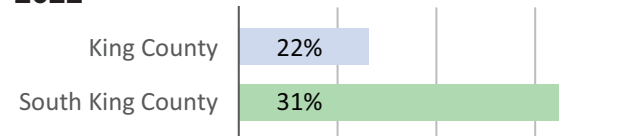
According to the CHNA, obesity prevalence among African Americans and Hispanic adults was significantly higher than the King County average and more than 3.5 times the rate among Asian residents. Adult Obesity rates were higher in South King County than all other regions of the County.

Adult Obesity % King County / South King County

2019



2022



Source: Behavioral Risk Factor Surveillance System

