

# ELEVATE THE HEALTH AND WELL-BEING OF NORTH DAKOTA

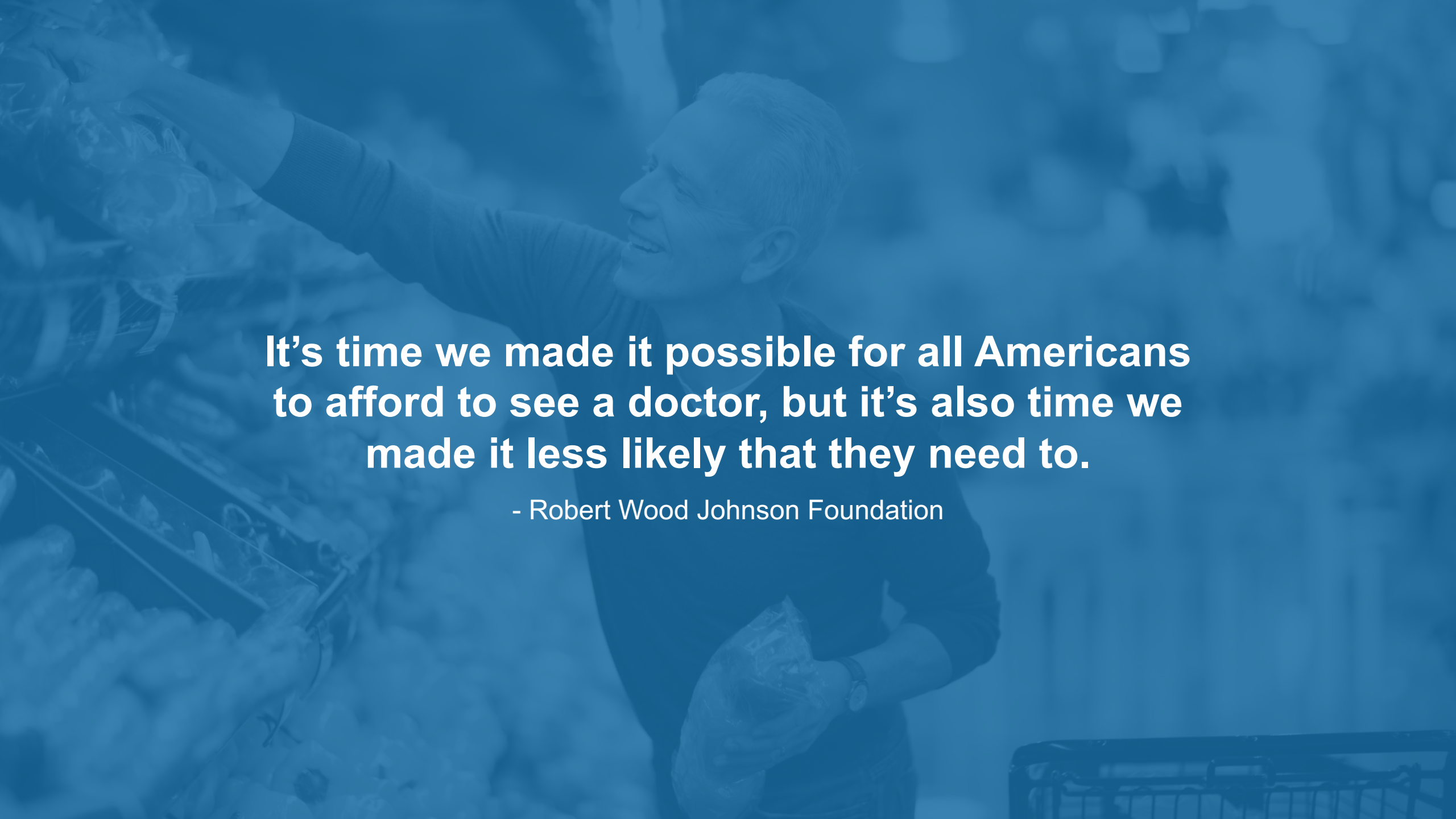
*A Social Determinants  
of Health Perspective*



**ND** *Caring*  
FOUNDATION

NORTH  
**Dakota**  
Be Legendary. | Health & Human Services

**NDSU** NORTH DAKOTA  
STATE UNIVERSITY

A man with short, light-colored hair is smiling and looking towards the left. He is wearing a dark long-sleeved shirt and is reaching out with his right arm towards a bag of produce. He is holding a plastic bag in his left hand. The background is a grocery store aisle with various items on shelves. The entire image has a blue tint.

**It's time we made it possible for all Americans  
to afford to see a doctor, but it's also time we  
made it less likely that they need to.**

- Robert Wood Johnson Foundation



State Agencies



Non-Profits



Healthcare  
Providers



Educators



Childcare

# HEALTH INFLUENCERS



Healthcare  
Payers



Behavioral Health



Public Health

# HEALTH BEGINS IN OUR COMMUNITIES

- where we live, learn, work, play and age.





# KAREN OLSON

*Research Specialist*

NDSU Center for Social Research



# Health and Well-Being in North Dakota, 2022

## A Social Determinants of Health Perspective

A study conducted by the Center for Social Research at NDSU on behalf of the BCBSND Caring Foundation

January 2023

# Social Determinants of Health



Health starts where we....

Live  
Learn  
Work  
Play

...long before illness

# Social Determinants of Health



Repeated studies have found that the **conditions in which we live and work** have an enormous impact on our health, long before we see a doctor. By thinking about health as something beyond what we get at the doctor's office, but instead as something that starts in our families, in our schools and workplaces, in our playgrounds and parks, in the air we breathe, and the water we drink...

the **more opportunities** present to improve it.



# ECONOMIC STABILITY

Poverty, 2020	Child Poverty, 2020	Poverty by Race & Ethnicity, 2020	Near Poverty, 2020
<b>11%</b>	<b>11%</b>		<b>15%</b>
77,491 people	19,459 children 0-17	White ..... 8% Black ..... 27% American Indian ..... 31% Asian ..... 22%  Hispanic ..... 19%	107,564 people
<ul style="list-style-type: none"> <li>A slight decrease from 12% in 2010; statistically, no real change</li> </ul>	Living with: <b>Married parents.. 4%</b> <b>Single parent ..... 29%</b>		<ul style="list-style-type: none"> <li>With incomes from 100% to 199% of poverty</li> </ul>

# EDUCATION

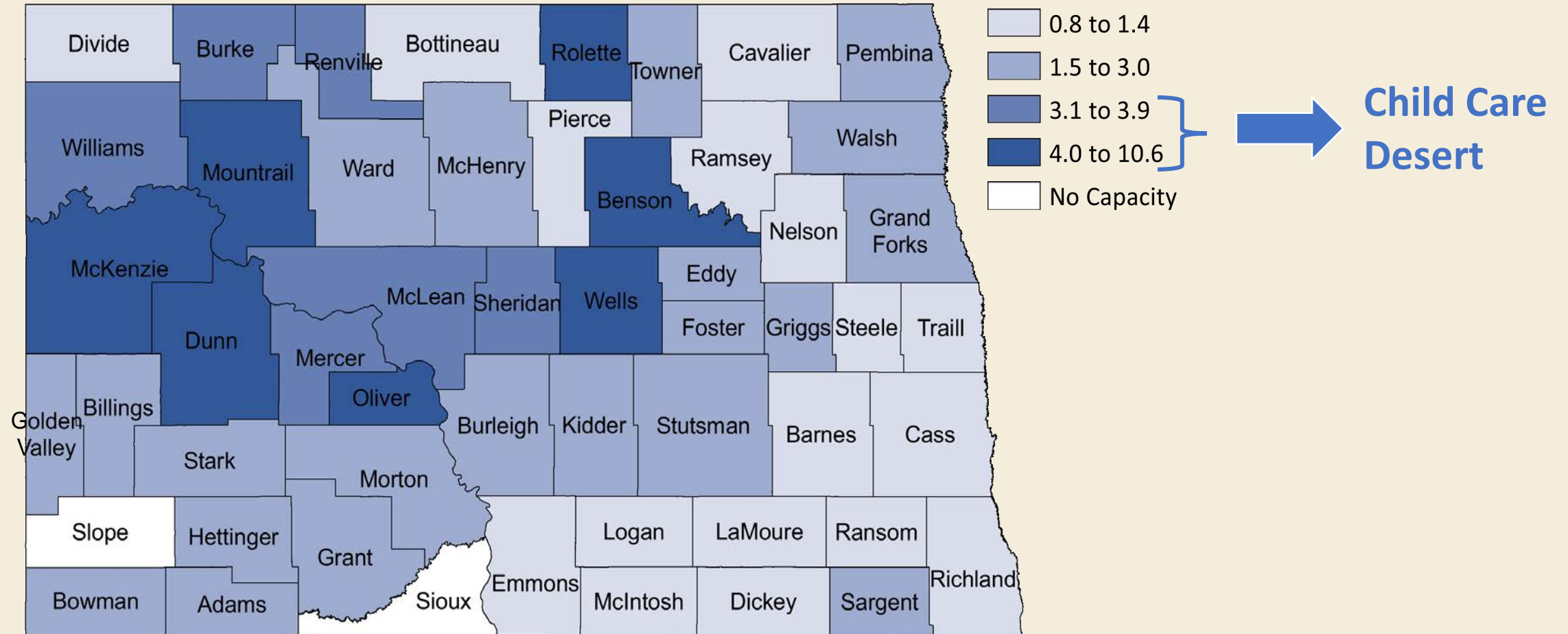
Ages 0-5, All Parents  
Working, 2020

**74%**

U.S. average is 67%

- 6<sup>th</sup> largest percentage among states

# Number of Children Ages 0 to 5 for Every One Licensed Child Care Slot in North Dakota by County, 2020



Children: U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates  
 Licensed Child Care Slots: Child Care Aware of North Dakota

# EDUCATION

Ages 0-5, All Parents Working, 2020	Ages 3 & 4 in Early Education, 2020	3 <sup>rd</sup> Grade Reading Achievement, 2021	Graduating High School On Time, '21
<b>74%</b>	<b>31%</b>	<b>62%</b>	<b>87%</b>
U.S. average is 67%	U.S. average is 47%	NOT meeting standards	6,825 graduates
<ul style="list-style-type: none"><li>• 6<sup>th</sup> largest percentage among states</li></ul>	<ul style="list-style-type: none"><li>• Lowest percentage among states</li></ul>	Achieving standards: <b>Meeting</b> ..... <b>29%</b> <b>Exceeding</b> ..... <b>10%</b>	<ul style="list-style-type: none"><li>• A <b>decrease</b> from 89% in 2019/20</li></ul>

# SOCIAL & COMMUNITY CONTEXT

Adults 65+ Living Alone, 2020	Adult Volunteers, 2019	Youth/Young Adults in Work Force, 2020	Adverse Childhood Experiences, 2019/20
<b>31%</b>	<b>35%</b>	<b>65%</b>	<b>19%</b>
36,419 people 65+	192,616 people 16+	65,979 people 16-24	32,095 children 0-17
<ul style="list-style-type: none"><li>• Largest percentage among states</li></ul>	<ul style="list-style-type: none"><li>• A decrease from 40% in 2017</li></ul>	<ul style="list-style-type: none"><li>• Largest percentage among states</li></ul>	<ul style="list-style-type: none"><li>• Have experienced 2 or more adverse experiences</li></ul>

# NEIGHBORHOOD & BUILT ENVIRONMENT

Monthly Housing Costs, 2020	Household Cost Burden, 2020	Household Cost Burden, 2020	Broadband Subscription, 2020
Homeowner ... <b>\$1,457</b> Renter ..... <b>\$828</b>	<b>23%</b>	White ..... 21% Black ..... 38% American Indian ..... 25% Asian ..... 36%  Hispanic ..... 43%	<b>83%</b>
Change in Housing Costs, 2010 to 2020 <ul style="list-style-type: none"> <li>Costs rose faster than inflation since 2010</li> </ul> Inflation ..... 19% Homeowner costs .. 27% Gross rent ..... 49%	70,445 households <ul style="list-style-type: none"> <li>2<sup>nd</sup> lowest rate among states, behind WV</li> <li><b>Burden:</b> 30% or more of income to housing</li> </ul>		Of households have broadband subscription <ul style="list-style-type: none"> <li>Lower than national average of 85%</li> </ul>

# ACCESS TO HEALTH CARE

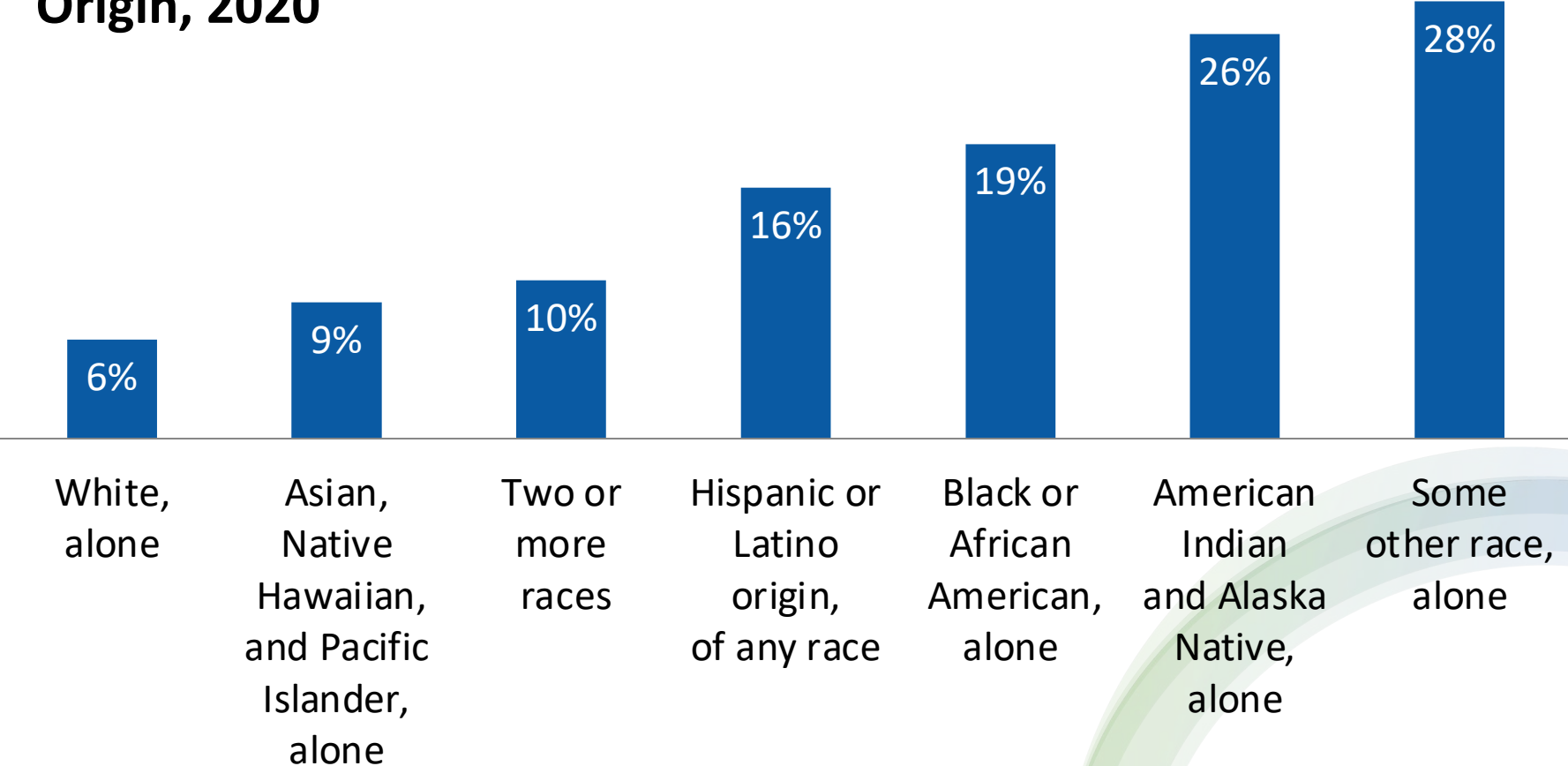
**Uninsured Children, 2020**

**6%**

11,697 children 0 to 18

- Higher than the national average of 5% of children with no health ins. coverage

**Uninsured Rate for Persons Ages 0 to 64, by Race and Hispanic Origin, 2020**



# ACCESS TO HEALTH CARE

## Uninsured Children, 2020

**6%**

11,697 children 0 to 18

- Higher than the national average of 5% of children with no health ins. coverage

## Primary Health Care, 2022

**281,849**

people live in a **Primary Care Health Professional Shortage Area**, which is **36%** of the state's population

## Dental Health Care, 2022

**211,631**

people live in a **Dental Care Health Professional Shortage Area**, which is **27%** of the state's population

## Mental Health Care, 2022

**281,849**

people live in a **Mental Health Care Health Professional Shortage Area**, which is **46%** of the state's population



# HEALTH BEHAVIORS

Physically INactive Adults, 2021	Adult Smokers, 2021	High School Tobacco Use, 2021	Adult Alcohol Consumption, 2021
<p><b>25%</b></p>	<p><b>15%</b></p>	<p><b>6%</b></p>	<p><b>Binge Drink ..... 21%</b> <b>Traffic fatalities due to alcohol ..... 35%</b></p>
<p>Of adults</p>	<p>Of adults</p>	<p>Smoke cigarettes</p>	<ul style="list-style-type: none"> <li>• 2<sup>nd</sup> highest binge drinking rate in the nation</li> <li>• Only 8 other states had higher fatality rate</li> </ul>
<ul style="list-style-type: none"> <li>• Did not participate in any physical activity or exercise in past month</li> </ul>	<ul style="list-style-type: none"> <li>• Have smoked at least 100 cigarettes, and smoke every day or some days</li> </ul>	<p>High School students who:</p> <p><b>Vape ..... 21%</b> <b>Use any form of tobacco ..... 23%</b></p>	

# HEALTH OUTCOMES

Adult Obesity, 2021	Life Expectancy, 2020	Suicide Deaths, 2020	Drug Overdose Deaths, 2020
<b>35%</b>	<b>77.0</b>	<b>135</b> deaths	<b>114</b> deaths
U.S. average is 34%	years	18.2 deaths per 100k	14.9 deaths per 100k
<ul style="list-style-type: none"><li>• ND average is up from 28% in 2011</li></ul>	<ul style="list-style-type: none"><li>• A decrease from 79 years in 2018</li></ul>	<ul style="list-style-type: none"><li>• 2<sup>nd</sup> leading cause of death for people ages 15 to 44</li></ul>	<ul style="list-style-type: none"><li>• A 396% increase from 23 deaths in 2010</li></ul>

# CONCLUSIONS

## **Strengths**

- Population is growing and becoming more diverse
- Economy, overall, is strong; Housing costs are low relative to rest of nation; Most have enough to eat
- Many people are engaged in their communities and have access to Internet, exercise opportunities, and health care

## **Opportunities to Improve Health and Well-Being – to list just a few...**

- Some populations experience far greater disparities in health than others
- 26% of people in ND live in or near poverty (185,055 people)
- Quality early education is foundational, yet ND ranks last in enrollment
- When compared to national averages, ND children are more likely to live with someone experiencing mental illness, live with someone abusing substances, have a family member in jail or prison, and be a witness to domestic violence
- Life expectancy is down and mental health concerns continue to rise; alcohol, drug overdose, and suicide are leading factors in premature death

# ACKNOWLEDGEMENTS



**ND** *Caring*  
FOUNDATION

**NDSU**

CENTER FOR SOCIAL RESEARCH

***The Health and Well-Being of North Dakotans, 2022 – A Social Determinants of Health Perspective*** was made possible by the Blue Cross Blue Shield of North Dakota Caring Foundation. With this study, the Caring Foundation sought to better understand the state of the social determinants of health – the conditions in which people are born, grow, live, work, and age – in North Dakota and how they shape the health of North Dakotans and the communities where they live.

Gaining insight into these data can serve to identify disparities and barriers that impact people’s health. It is the study sponsor’s hope that this effort leads to greater collaboration and alignment among key stakeholders as they work to develop community-driven solutions and identify resources, both financial and non-financial, to address and improve health and well-being of North Dakotans.

The Center for Social Research, an applied social science research unit at North Dakota State University, was engaged to conduct this study to better understand how economic stability, education, the social and community context, the neighborhood and built environment, and access to health care are impacting the ability of North Dakotans to thrive.

# Contact Information

**NDSU**

CENTER FOR SOCIAL RESEARCH

**Karen Olson**

Research Specialist

701.231.1060

[k.olson@ndsu.edu](mailto:k.olson@ndsu.edu)

**Nancy M. Hodur, PhD**

Director

701.231.8621

[nancy.hodur@ndsu.edu](mailto:nancy.hodur@ndsu.edu)



The full report is available at

<https://www.bcbsnd.com/social-determinants-of-health> and

[https://www.ndsu.edu/csr/research\\_and\\_evaluation/](https://www.ndsu.edu/csr/research_and_evaluation/)



# **ALICIA BELAY**

*Deputy Director, Community Engagement Unit*

North Dakota Health & Human Services



# Community Engagement Unit

Alicia Belay, MPH, PhD, Community Engagement Assistant Director  
Social Determinants of Health Round Table – Fargo  
February 22, 2023

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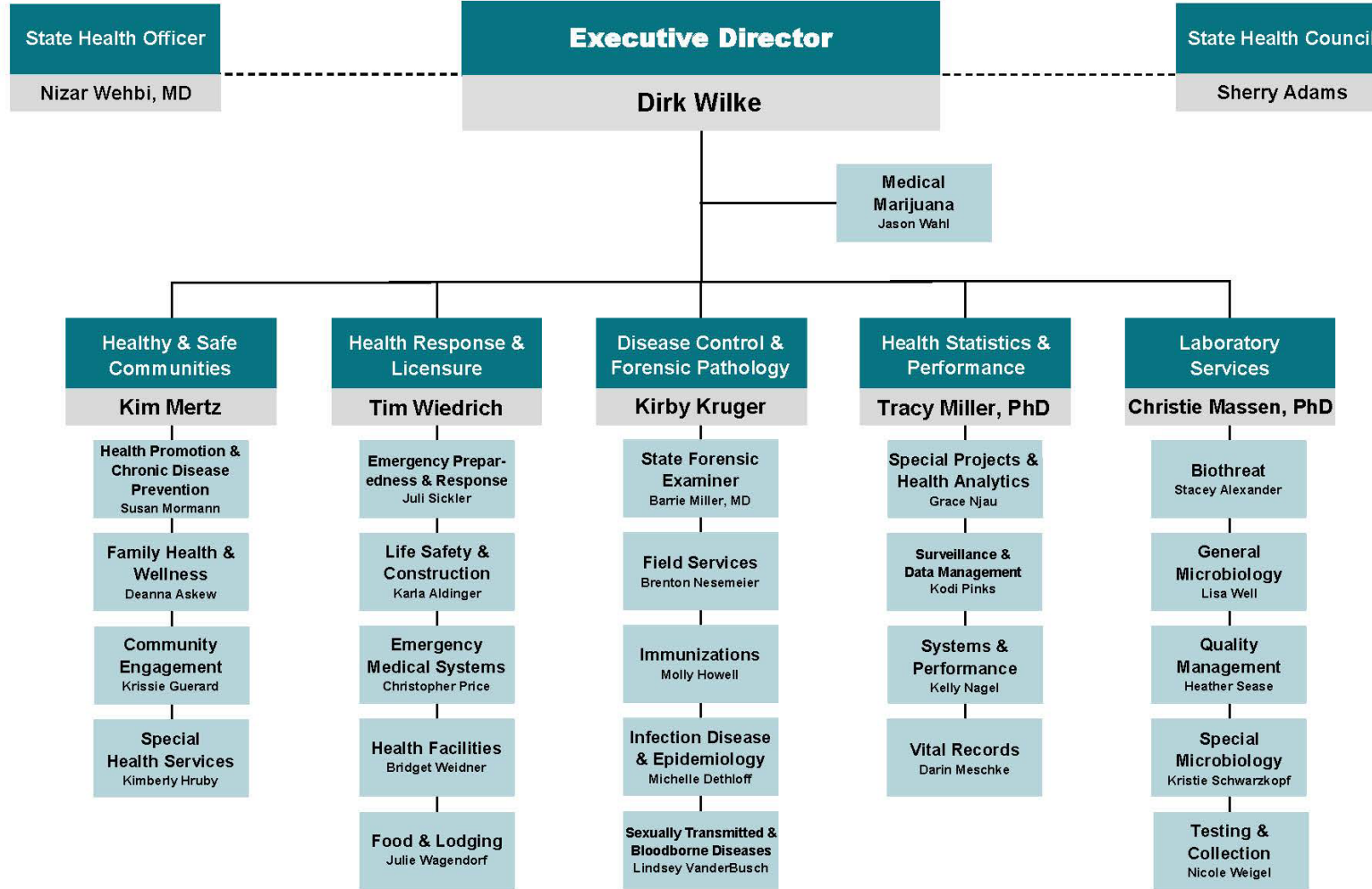
# Community Engagement (CE) Unit

The mission of the CE Unit is to understand and reduce health disparities among all North Dakotans. The primary goal is to work alongside North Dakota communities in addressing health-related needs to reduce disease rates by providing opportunities for interventions and improving access to health care.

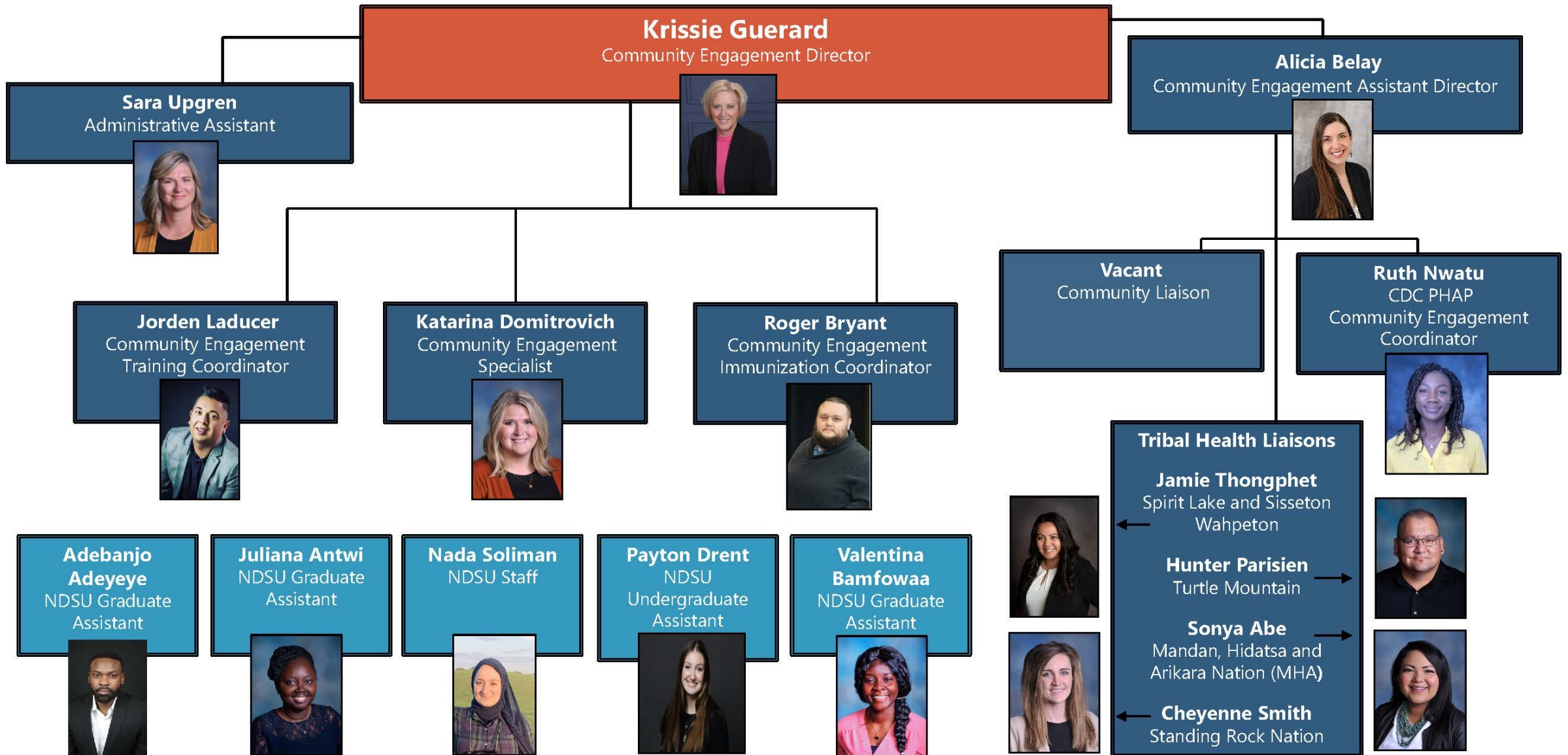
This will ensure that all North Dakotans have the ability to reach their optimal health.



## Public Health Division



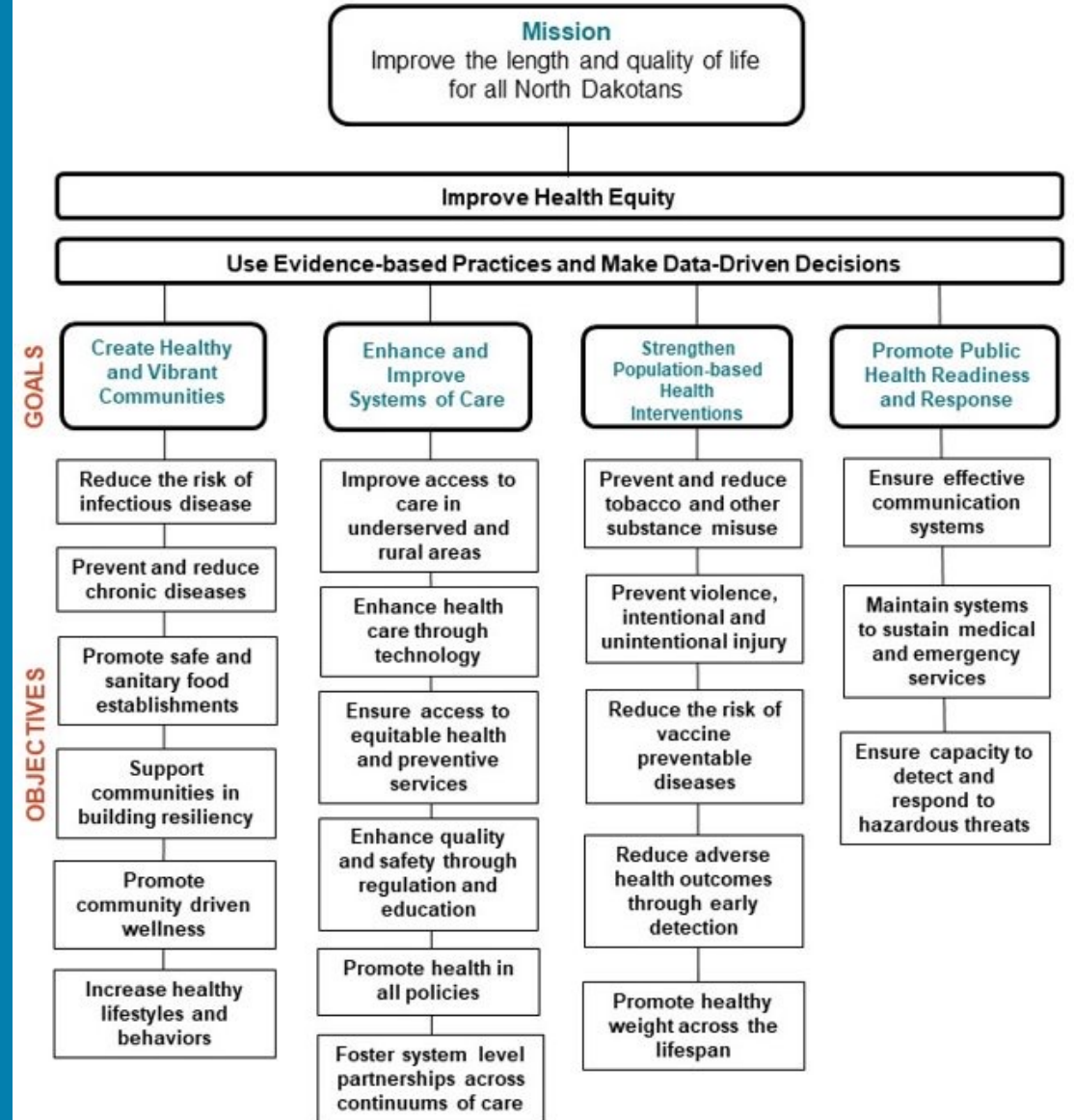
# Community Engagement Unit



# Public Health Division Strategic Plan



## Strategic Plan: 2021 – 2023



# Community Engagement Strategic Plan

- Originated from North Dakota Department of Health Strategic Plan
- Front cover symbol represents committee-approved method of highlighting data disparities
- Living, public document that is updated monthly
- Includes 20 SMART goals and specific strategies to address additional public health inequities
- Identifies populations of focus, accreditation standards and tracking method



# Addressing COVID-19 in ND Special Populations

- Living, public document
- Updated monthly
- Identify activity to address needs, partners and tracking method
- Includes 106 goals to address COVID-19 disparities among Special Populations in North Dakota:
  - New American/Foreign Born/Immigrant (NFI)
  - African American
  - American Indian/Alaskan Natives
  - Persons with disabilities
  - Aging or elderly
  - LGBTQ2S+
  - Homeless
  - Rural

## Addressing COVID-19 in



## North Dakota Special Populations

January 2021 - June 2024

COMMUNITY ENGAGEMENT UNIT  
STRATEGIC PLAN

# Advisory Boards

## New American/Foreign Born/Immigrant (NFI)



Diverse cross-section of individuals and organizations with ties to NFI communities

## BeYOU LGBTQ2s+



Ally, provider and/or members of the LGBTQ2S+ community (18+)

## Youth (YAB)



Provide insight- ensuring youth perspectives are incorporated in planning and decisions for the state, as well as forming community partnerships (15-21)

## Tribal Health



Led by NDSU American Indian Public Health Resource Center

# CE Unit Project Highlights



- Health Equity Ambassador Program
- *Your Health Matters* Newsletter
- Development of Health Equity Training Series
- Over 160 Collaborative Partnerships
- Internal Partnerships
  - Immunizations
  - HIV/STIs/TB/Viral Hepatitis
  - Behavioral Health

# Best Practices



**Agency  
Support**



**Coordination and  
Investment**



**Leverage  
Funding**



**Sustainability  
Planning**



**Strategic  
Planning**



**Community  
Input**



**Data Driven  
Decisions**



**Reflect and Make  
Changes**





# Thank You

Community Engagement | [hhs-engagement@nd.gov](mailto:hhs-engagement@nd.gov)

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Health & Human Services



# VANESSA TIBBITS

*Program Leader*

NDSU American Indian Public Health Resource Center

**NDSU** AMERICAN INDIAN PUBLIC  
HEALTH RESOURCE CENTER



# ERIN OBAN

*State Director*

USDA Rural Development



# BCBS Caring Foundation: Elevating the Health & Well-being of North Dakota

Erin Oban, State Director

USDA Rural Development | North Dakota

 Rural Development  
U.S. DEPARTMENT OF AGRICULTURE

*Together, America Prospers*



Rural Development

U.S. DEPARTMENT OF AGRICULTURE

**Mission:** We are committed to increasing the economic opportunities and improving the quality of life in America's rural and Tribal communities.

**How:** Providing financing as grants, loans, and loan guarantees through more than 70 programs to rural individuals and families, small business owners, non-profits, cooperatives, and community and tribal entities.



Rural Development  
U.S. DEPARTMENT OF AGRICULTURE

# USDA RD Major Programs

Business Programs

Energy Programs

Cooperative Services

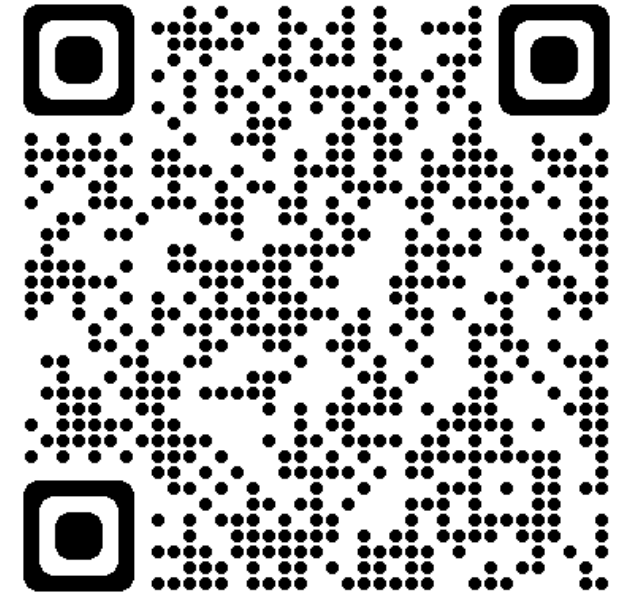
Housing Programs

Community Programs

Electric Programs

Water & Environmental Programs

Telecommunications Programs

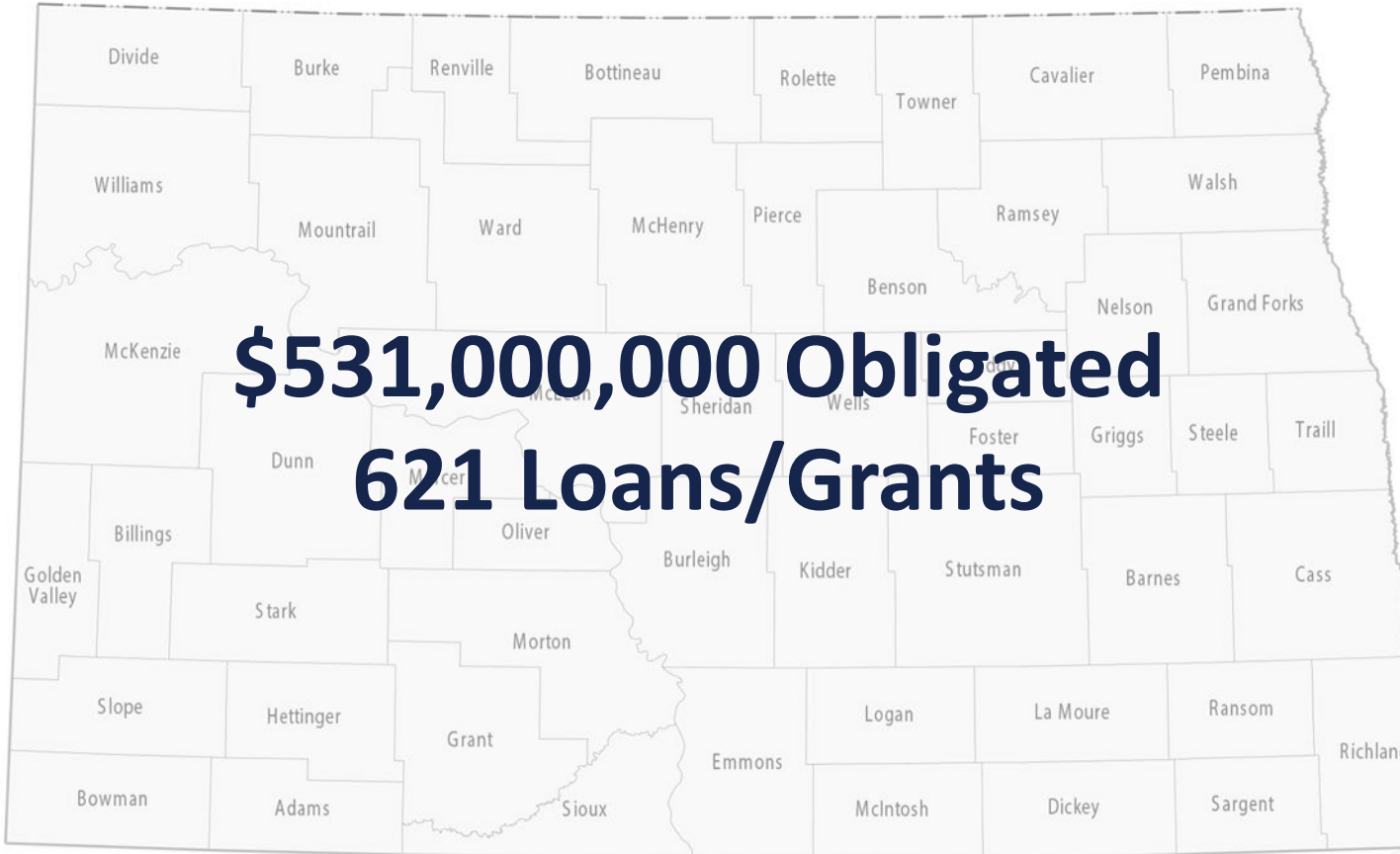


[rd.usda.gov/files/  
RD\\_ProgramMatrix.pdf](https://rd.usda.gov/files/RD_ProgramMatrix.pdf)



**Rural Development**  
U.S. DEPARTMENT OF AGRICULTURE

# FY22 Investments in North Dakota



**\$71.3M Single & Multi-Family Housing Programs**



**\$16.2M Water & Environmental Programs**



**\$163M Community Facility Program**



**\$72.6M Business & Cooperative Programs**



**\$133.6M Electric Programs**



**\$63.1M Telecommunications Programs**





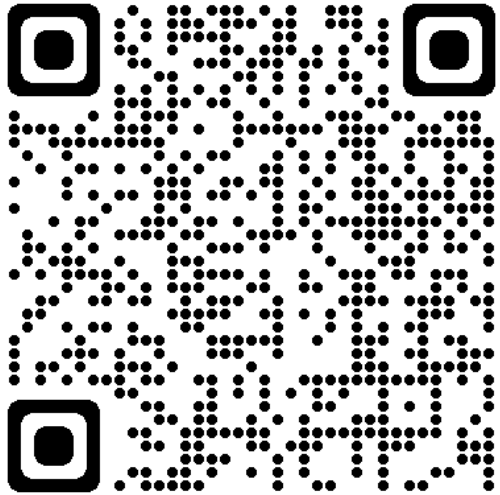
## How can USDA Rural Development help create better conditions?





Rural Development  
U.S. DEPARTMENT OF AGRICULTURE

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Rural Development  
U.S. DEPARTMENT OF AGRICULTURE

Thank you!

Thank you  **for your partnership & leadership!**

**USDA Rural Development North Dakota State Office**

220 E Rosser Ave, Room 208

Bismarck, ND 58502-1737

Phone: (701-530-2037 | (800) 366-6888

General inquiries: [info@nd.usda.gov](mailto:info@nd.usda.gov)

Visit <https://www.rd.usda.gov/nd>

Area office locations in Bismarck, Devils Lake, Dickinson, Minot, and Valley City.

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# JESSICA THOMASSON

*Director, Human Services Division*

North Dakota Health & Human Services



## Supporting Working Families | Strengthening our Workforce

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An Overview of the ND Child Care Proposal in the 2023-25 Executive Budget Request

*Presented at the Summit on the Health and Well-Being in North Dakota 2022: A Social Determinants of Health Perspective, February 22, 2023*

NORTH  
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Health & Human Services

# Why think about Child Care as a Workforce Solution?

- ✓ North Dakota has more job openings than people to fill them.
- ✓ 47% of ND job openings pay an average starting wage of less than \$25/hour.
- ✓ To thrive communities need workers who want to work in both high-skill-required and low-skill-required jobs.
- ✓ The economic realities of child-rearing affect household decisions about employment.
- ✓ There are 45,000 ND households who have children younger than age 5.
- ✓ 3 of every 4 children households with children younger than age 5 have all parents in the workforce.



# 2023-25 Executive Budget Request for New Investment in Child Care as a Workforce Solution

## A strategy of both comprehensive and targeted investment



### Target investments to ages 0-3

- ✓ Age of highest developmental return for children
- ✓ Period of greatest economic pressure for most young families
- ✓ Critical decision point for individual-level decisions about how/if to rejoin the labor force
- ✓ Focus on working families employed in occupations where compensation doesn't offset the cost of child care needed to enable work



### Embrace an all-of-the-above approach to child care

- ✓ Quality early experiences can happen anywhere.
- ✓ Working families should have meaningful choices about child care.
- ✓ Principles of quality are knowable and transferrable to any setting.
- ✓ Sustainable child care businesses will support more sustainability within the workforce.



### Help working parents provide for their families by supporting employment, training and education goals

- ✓ Benefits are scaled to family need.
- ✓ Employers have meaningful vehicles to remediate child care as a barrier to work.
- ✓ There are opportunities for children who are least likely to have access to quality early childhood experiences.

# Child care is a workforce solution that can make a difference for ND employers



## Affordability

Connect more working families to child care assistance to keep the cost of child care within 7% of household income

**\$27 million** | Helping lower income working parents with child care costs | Public private cost share for employer-provided child care benefit for employees



## Availability

Make it easier for working families to find child care when and where they need it

**\$22 million** | Payments for Infant and Toddler care | Supporting more sustainable operations for child care entrepreneurs | Care during non-traditional hours | Child care worker career pathways | Criminal background checks



## Quality

Help kids realize their potential by supporting quality early childhood experiences

**\$24 million** | Best in Class program | Scholarships and Incentives for child care worker professional development | Connecting child care payments to quality



# Supporting Working Families | Strengthening our Workforce

## ND Child Care Proposal

*SB 2012, 2023-25 Executive Budget Request*

1. Invest in the child care assistance program (\$22M)
2. Extend ND's employer-led child care cost sharing program (\$5M)
3. Increase provider payments for infant and toddler care (\$13M)
4. Streamline background checks and reduce administrative burden (\$1M)
5. Support child care providers with grants, incentives and shared services (\$7M)
6. Create new partnerships for care provided during non-traditional hours (\$1M)
7. Build improved career pathways
8. Expand the Best in Class program (\$16M)
9. Established quality-based tiers in the CCAP payment schedule and quality infrastructure to support excellence in service delivery (\$6M)
10. Reward the completion of above-and-beyond training (\$2M)



# 1

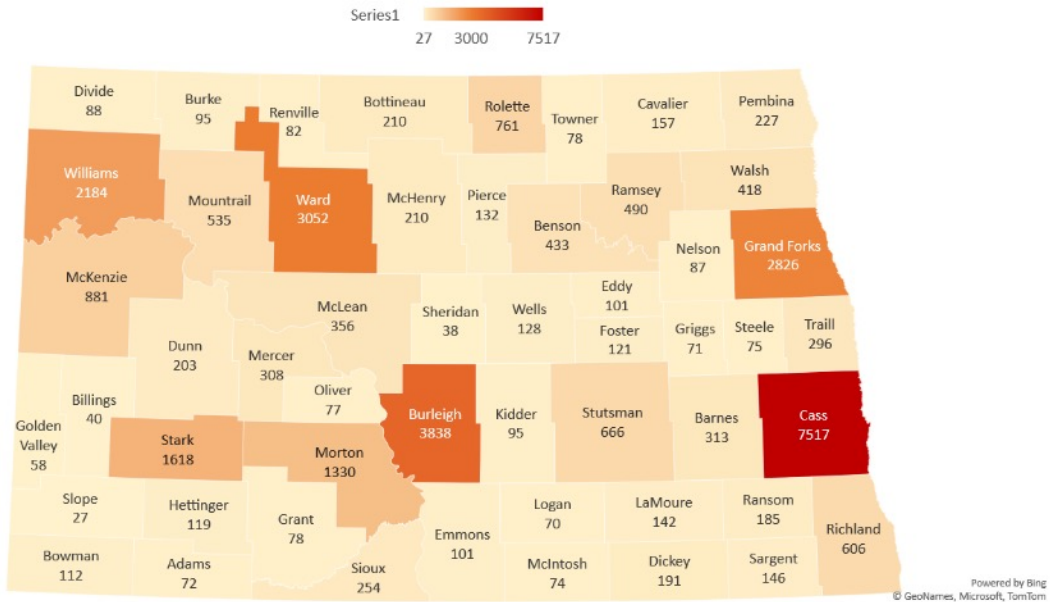
Affordability

## Included in 2023-25 Executive Budget Request | ND Child Care Proposal Invest in the child care assistance program | \$22 million

Increase the number of families who receive help paying for child care, with special attention on with kids ages 0 to 3. Expand resources available to the state's child care assistance program (CCAP) to make a difference for more families in more industries in more parts of North Dakota.

*Grow child care assistance participation to 3,000 children ages 0-3 (\$22 million)*

32,372 children age 0-5 likely to need child care  
Assumes 50% of children will utilize child care of some kind | In 2020 72% of children 0-5 in ND have all parents in workforce



# When is child care affordable?

Average monthly cost of care in a Child Care Center compared to affordability standard of 7% of household income



## 1 child (9-month-old)

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Center-based avg  $\$838$   $\longrightarrow$  Household income needed?  $\$143,600$  = combined hourly wage of  $\$69/\text{hr}$



## 1 child (3-year-old)

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Center-based avg  $\$726$   $\longrightarrow$  Household income needed?  $\$124,400$  = combined hourly wage of  $\$60/\text{hr}$



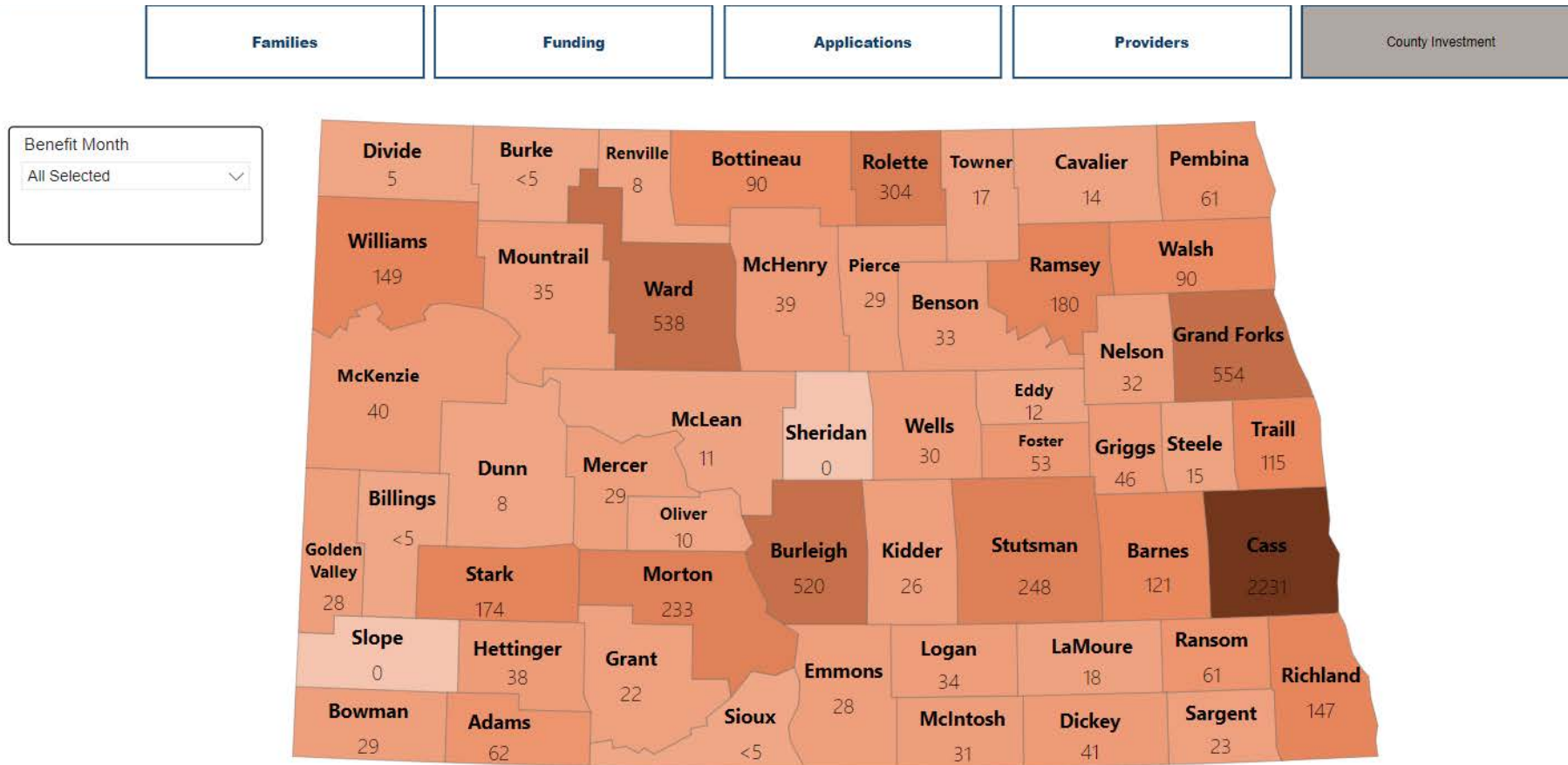
## 2 children (1-year-old and 4-year old)

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Center-based avg  $\$1,564$   $\longrightarrow$  Household income needed?  $\$268,100$  = combined hourly wage of  $\$129/\text{hr}$

# Number of families who have received help with child care costs from CCAP over the last calendar year

12 month total, Dec 2021-Dec 2022 | Data Dashboard at <https://www.hhs.nd.gov/applyforhelp/ccap>



## 2,739

Total Families participating in CCAP in November 2022

*(includes children ages 0-12)*

**NOTES:** The map titled "County Investment" offers a county by county picture of the number of working families, or families in education or training programs, who are benefitting from child care assistance. The data is based on the family's county of residence. Of note: if a family moves from one county to another during the selected timeframe, this map will count them as having lived in both counties.

The map defaults to show the total served in the most recent 12-month period. The filter can be adjusted to show specific months.

# Household Earnings (annual and hourly) by various eligibility levels

## Families potentially eligible for Child Care Assistance (CCAP)

HH Size	Federal Poverty Level		30% SMI		60% SMI		85% SMI		100% SMI		150% SMI	
	Annual Income	Hourly Wage	Annual Income	Hourly Wage	Annual Income	Hourly Wage	Annual Income	Hourly Wage	Annual Income	Hourly Wage	Annual Income	Hourly Wage
1	\$13,590	\$6.53	\$16,704	\$8.03	\$33,408	\$16.06	\$47,328	\$22.75	\$55,680	\$26.77	\$83,520	\$40.15
2	\$18,310	\$8.80	\$21,840	\$10.50	\$43,692	\$21.01	\$61,896	\$29.76	\$72,820	\$35.01	\$109,230	\$52.51
3	\$23,030	\$11.07	\$26,988	\$12.98	\$53,964	\$25.94	\$76,452	\$36.76	\$89,940	\$43.24	\$134,910	\$64.86
4	\$27,750	\$13.34	\$32,124	\$15.44	\$64,248	\$30.89	\$91,020	\$43.76	\$107,076	\$51.48	\$160,614	\$77.22
5	\$32,470	\$15.61	\$37,260	\$17.91	\$74,532	\$35.83	\$105,576	\$50.76	\$124,220	\$59.72	\$186,330	\$89.58
6	\$37,190	\$17.88	\$42,396	\$20.38	\$84,804	\$40.77	\$120,132	\$57.76	\$141,340	\$67.95	\$212,010	\$101.93
7	\$41,910	\$20.15	\$43,368	\$20.85	\$86,736	\$41.70	\$122,868	\$59.07	\$144,560	\$69.50	\$216,840	\$104.25
8	\$46,630	\$22.42	\$44,328	\$21.31	\$88,656	\$42.62	\$125,604	\$60.39	\$147,760	\$71.04	\$221,640	\$106.56

\*2022 State Median Income (SMI) and 2022 Federal Poverty Level (FPL)

"Hourly wage" is calculated by assuming 2080 hours worked per year per annual income range noted.

Multiple wage earners could combine earnings to attain the noted household (HH) income / hourly wage.

# The cost of child care is a financial challenge for thousands of working parents who earn modest wages



Less than \$15 / hr	\$15 - \$20 / hour	\$20 - \$28 / hour	\$28 - \$35 / hour	>\$35 / hour
Child care worker Waiter/Waitress Dishwasher Bartender Fast food Short order cook Cashiers Hotel clerk Laundry/Dry cleaning Maid/Housecleaner	Home health/PT aide Personal care aide Hair stylist Retail Receptionist/secretary Restaurant cook Preschool teacher EMTs & paramedics Assemblers Maintenance workers Nursing assistant Laborer Substitute teacher Stocker/order filler Landscaping/grounds Janitor	Carpenter Loan processor Legal secretary Correctional officers Auto service tech Surgical tech Roofer Lic Practical Nurse Dental assistant Firefighter Surgical assistant Clergy Social worker Police Hotel manager Truck driver	School counselor Rotary drill operator HR specialist Accountant Real Estate Sales PR specialist Counselor Registered Nurse Comp network specialist Construction supervisor Dental hygienist Architectural drafter Speech pathologist	Engineer Constr mgr Electrician Lineman Gen/Op mgr Loan officer Lawyer Sales Software dev Veterinarian Pharmacist Physician Dentist Psychologist
<p><b>48,790</b></p> <p># of people employed in a job with average wage of &lt;\$15/hour</p> <p>represents 13% of total jobs</p>	<p><b>90,050</b></p> <p>25%</p>	<p><b>109,930</b></p> <p>30%</p>	<p><b>73,420</b></p> <p>20%</p>	<p><b>45,000</b></p> <p>12%</p>

Source: Job Service ND 2021 Employment and Wages by Occupation dataset | mean wage by occupation; 741,920 jobs included in statewide wage summary



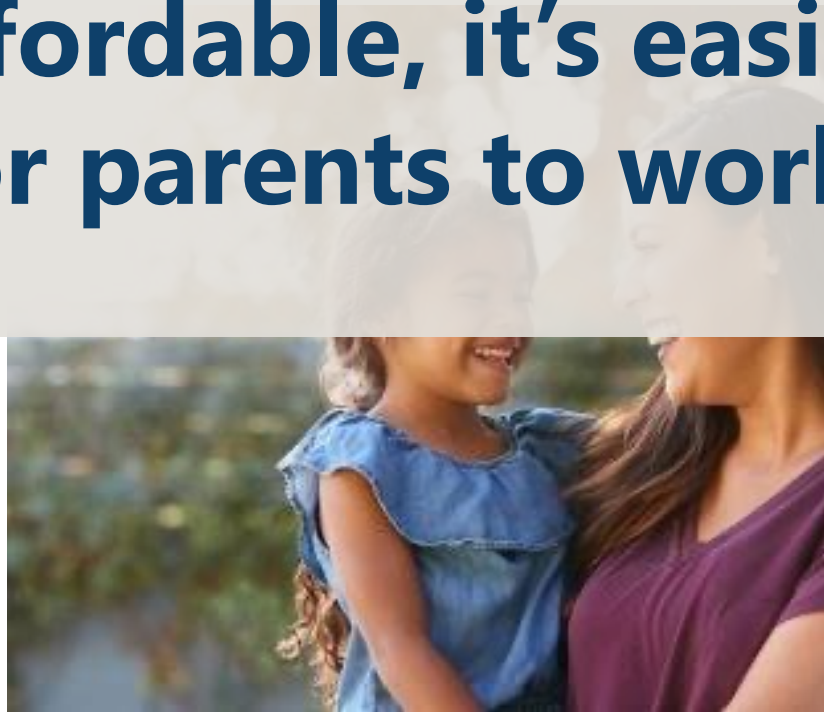
**What is workforce?**

**It's workers.**





**When quality child  
care is more  
affordable, it's easier  
for parents to work.**








# Contact information

## Jessica Thomasson

Executive Director, Human Services Division  
ND Dept of Health and Human Services

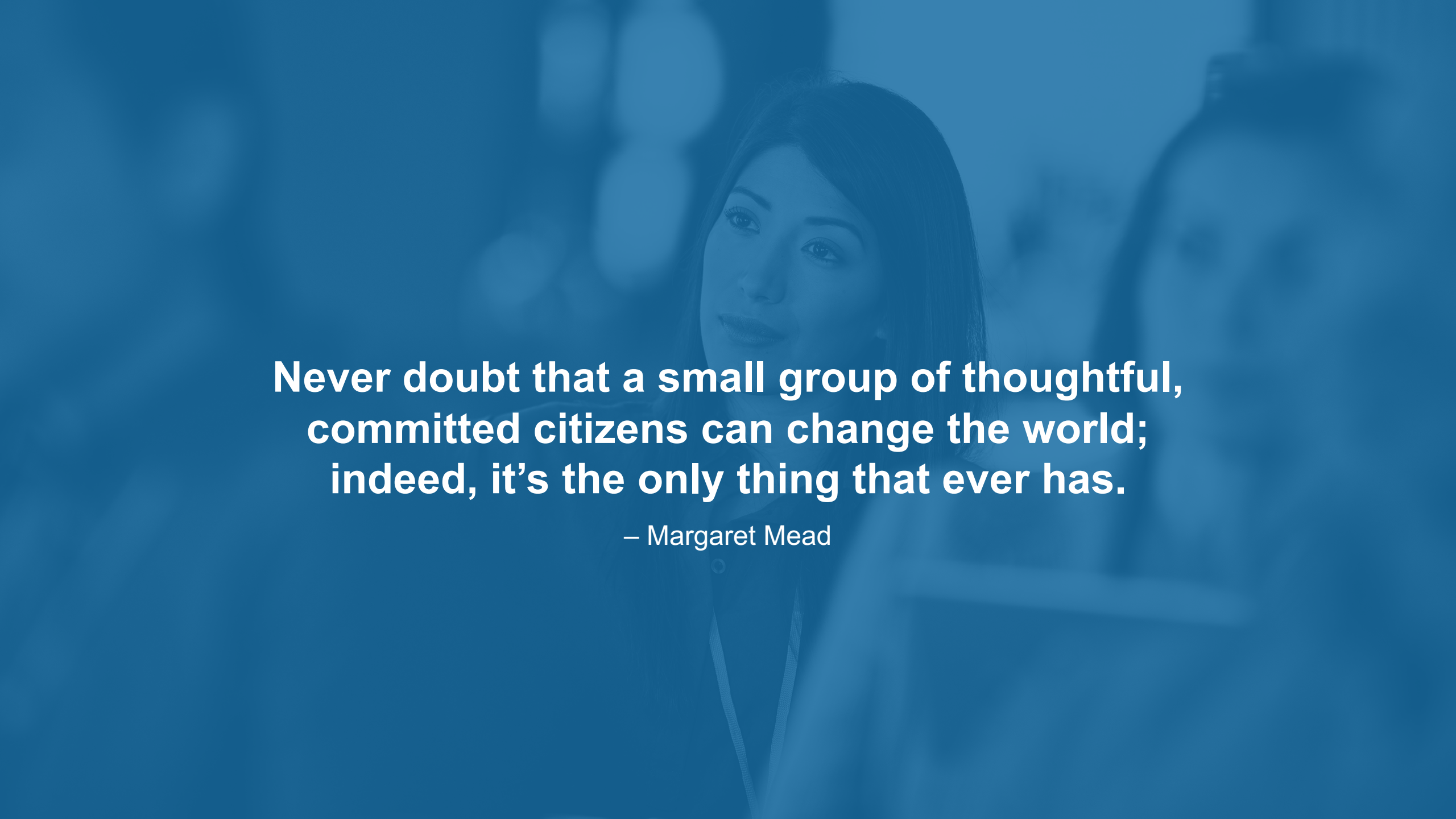
[jthomasson@nd.gov](mailto:jthomasson@nd.gov)

[www.hhs.nd.gov/child-care-proposal](http://www.hhs.nd.gov/child-care-proposal)



## **BREAKOUT DISCUSSION**

- Table facilitators will guide conversations
- Reconvene to report out your table's discussion, themes and ideas
- Post-it notes and N.D. map

A woman with dark hair is looking slightly to her left. She is wearing a dark top and a lanyard. The background is a blurred crowd of people. The entire image is overlaid with a semi-transparent blue filter.

**Never doubt that a small group of thoughtful,  
committed citizens can change the world;  
indeed, it's the only thing that ever has.**

– Margaret Mead

# THANK YOU!

Find resources at [bcbsnd.com/sdoh](https://bcbsnd.com/sdoh)

