

INTERIM REPORT

SUMMER 2025



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OUR FUNDERS

H-CAP would like to extend our appreciation to our funders: the **Ford Foundation**, the **James Irvine Foundation**, the **Michigan Department of Health and Human Services**, the **Robert Wood Johnson Foundation**, the **U.S. Department of Labor**, and the **W.K. Kellogg Foundation**. With the help of these funders' generous support for our work, H-CAP and our partners achieved the successes outlined in this Report, and more, in service of a brighter future for healthcare workers, the industry, and our communities.

At the midpoint of 2025, we find ourselves in a moment of celebration—H-CAP has successfully registered over 750 apprentices in the healthcare field, surpassing our goal with three months to spare! This significant accomplishment comes at a time of unprecedented challenges and workforce shortages facing the healthcare industry, while remaining one of the fastest-growing sectors as demand for care grows and employment opportunities expand nationwide. During this moment of challenge and opportunity, I'm happy to report that H-CAP harnessed the power of partnership for transformation. At the crux of the issues facing healthcare workers and the industry, we unite labor and management to create quality career pathways, build connections between employers and workers, and scale equity-centered innovations that strengthen our communities as a whole.

For over two decades, we have been at the forefront of labor-management collaboration, leveraging evidence-based workforce development to reach more than 720,000 healthcare workers across 18 states and the District of Columbia through our network of partnerships. We continue to innovate through our leadership in Registered Apprenticeship, our project to advance healthcare workforce data equity, state-based workforce development initiatives, and expanded partnerships with tribal communities and rural providers—all while centering the voices of workers and meeting the evolving needs of the industry.

Our approach intentionally serves those who have been historically underrepresented in healthcare leadership: women of color, Indigenous peoples, and workers who have previously lacked a pathway to career advancement. Our commitment to workers and the power of collaboration imbues our team with a collective purpose: when healthcare workers flourish, entire communities thrive.

A more equitable healthcare workforce is not only essential for quality care, but also a foundation for healthier communities—one that requires collective effort to build. Fortunately, we have over 1,050 partners in labor and management nationwide who devote themselves to creating our shared vision. It is an honor to share a brief glimpse into the progress we have made together.

Here's to supporting another 750 workers toward careers that change lives!



In community,

DANIELLE COPELAND

Executive Director, H-CAP

About H-CAP

OUR MISSION

At H-CAP, we believe that when healthcare workers have access to quality career advancement opportunities, entire communities benefit. As a national labor-management organization, our vision of an equitable healthcare industry providing good jobs for all has driven our commitment to innovative workforce development since our founding. Through the collaborative efforts of unions, employers, workers, and communities, we have established a transformative network that spans eighteen states, plus the District of Columbia.



OUR VISION

We envision a healthcare workforce that is both high-quality and caring, driving a prosperous industry and promoting healthy communities thanks to all workers' equal access to quality, family-sustaining jobs. In this imagined future, well-trained professionals, supported by equitable and accessible opportunities, lead the way, their voices at the center. As the basis for sector-wide change, we engage employers, unions, and workers to create a strong infrastructure for workforce development and training that unlocks economic potential and builds the workforce needed to provide quality care. Together, we are building a healthcare sector that improves the lives of individuals and, in turn, their communities.



OUR VALUES

- **Worker-Centered:** We center the experiences and voices of workers in all that we do, recognizing workers as experts in the solutions and interventions that impact them most.
- **Equity:** We continually advance policies, practices, and systems that promote equity with an emphasis on the intersections of racial and gender justice and job quality in the healthcare system and our society as a whole.
- **Accountability:** We embody ongoing self-awareness and take responsibility for our language, thoughts, and actions, holding ourselves accountable for the consequences we cause.
- **Collaboration:** We cultivate strong, diverse relationships and inclusive teams to foster open communication and develop new routes to shared solutions.
- **Leadership:** We mobilize others around our powerful vision, cultivate learning from both successes and failures, and bravely act when it counts.



ABOUT THE EDUCATION ASSOCIATION

With our affiliate organization, **H-CAP Education Association**, we unite over 1,050 leading healthcare employers and thousands of SEIU members through seventeen labor-management training partnerships, delivering evidence-based, adult-learner-centric career education and benefits directly to more than 720,000 healthcare workers across home care, nursing facilities, hospitals, health systems, and behavioral health settings. As a national leader in expanding Registered Apprenticeships to healthcare and an official Apprenticeship Ambassador with the U.S. Department of Labor, we continue to advance careers, strengthen families, and build healthier communities through the power of partnership and shared prosperity.

CANADA SEIU Healthcare Training Centre | **UNITED STATES** 1199NE Training and Upgrading Fund (CT & RI) | 1199SEIU Training and Employment Funds: 1199SEIU Home Care Industry Education Fund • 1199SEIU League Registered Nurse Training & Job Security Fund • 1199SEIU Training and Upgrading Funds & Greater NY Education Fund • 1199 SEIU Training and Upgrading Fund – FL • 1199SEIU Training and Upgrading Fund – MA • 1199SEIU Training and Upgrading Fund – MD/DC • 1199SEIU Training and Upgrading Fund – Upstate NY | Center for Caregiver Advancement (CA) | District 1199C Training and Upgrading Fund (PA) | Helen Miller Member Education and Training Center (IL, IN, MO, KS) | RISE Partnership (OR) | SEIU 775 Benefits Group (WA) | SEIU Healthcare 1199NW Multi-Employer Training and Education Fund (WA) | SEIU Healthcare PA Training and Education Fund (PA) | SEIU UHW – West & Joint Employer Education Fund (The Education Fund) (CA, CO, NM, NV, OR) | United We Heal (OR) | Worker Education & Resource Center (CA)

ABOUT LMTPs

Our labor-management training partnerships (LMTPs) enable us to bring together healthcare labor and employers to leverage the combined strengths of the stakeholders, united around a common vision of industry-specific workforce development built around workers. These partnerships succeed because they respond to the needs of labor and employers in real-time, are built for innovative programming that leads to careers in the industry and advance the growth and quality of the healthcare workforce. Thanks to our LMTPs and this collaborative practice, we radically succeed in guaranteeing healthcare worker recruitment and retention and fundamentally rethink what creating good jobs means for mutual success around individual wellbeing and the success of organizations across the healthcare industry.

Board Members **Dequasia Canales** of 1199SEIU United Healthcare Workers East and **Victor Ospina** of University of Miami Hospital take part in our May 2025 board meeting, hosted in Detroit, MI. (Photos: Agron Berishaj)

OUR BOARD

1199SEIU United Healthcare Workers East

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Vice President

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Vice President

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Vice President

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Care New England Health System/Women and Infants Hospital

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Senior Director, Human Resources

Crouse Hospital

Becky Houde
Director of HR

Kathleen Miller Murphy
Director of Women's Health Integration and Community Engagement

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Kaiser Permanente - Washington State

Kelli Kennedy
Regional Nurse Residency Coordinator

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League of Voluntary Hospitals and Homes of New York

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Kimberly Townsend *
President and Chief Executive Officer

Nancy Williams
Vice President of Human Resources

Providence Hospital/Swedish Medical Center

Renee Rassilyer-Bomers
Administrative Director, Clinical Education & Practice

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Organizer

Jesse Martin
Executive President

SEIU Healthcare 1199NW

Ligaya Domingo
Education Director

Jane Hopkins
President

SEIU Healthcare Illinois & Indiana

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Secretary-Treasurer

Greg Kelley *
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SEIU Healthcare Minnesota & Iowa

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Executive Vice President & Director of Hospitals and Clinics

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Vice President

SEIU Healthcare Pennsylvania

Matt Yarnell
Vice President

Zach Zobrist
Chief of Staff, Workforce Development

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SEIU Local 503

Melissa Unger
Executive Director

SEIU Local 775

Adam Glickman *
Secretary-Treasurer

SEIU Local 2015

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Policy and Research Director

Maria Xiquin
Regional Director

SEIU United Healthcare Workers West

Terrie Ridgeway-Olmos *
Assistant Director, Workforce Planning & Development

University of Miami Hospital

Victor Ospina *
Executive Director, Critical Care

University of Rochester - Strong Memorial Hospital

Janet Snyder
Director, Labor Relations

* Executive Committee Member

FROM OUR BOARD



The labor-management relationship is a collaborative partnership, which helps support the professional development of our employees — which in the long-term, leads to satisfaction in their profession and their jobs. Most importantly, it leads to positive outcomes for our patients, based on the type of care we are delivering.”

VICTOR OSPINA

*Executive Director,
Critical Care at University
of Miami Hospital*



If there is a value added in doing labor-management training, or workshops, it doesn't come just from the few hours or couple days that our union members, union staff, and managers spend in the room together. It's really born out of the work they do once they leave that room. There's a sense of community that develops from it. There's a sense of understanding what the business needs are of the organization. There's also a sense of recognition of the value that the workers bring to whatever those operations may be.”

DEQUASIA CANALES

*Vice President at 1199SEIU
United Healthcare
Workers East*



The collaboration with H-CAP brings together union and management in a room, who talk about what is in the best interest 1) from the union side, of workers, and 2) from management side, of the institution which they are from. I believe collaboration of workers and management is a good process, especially right after COVID. We see where it works, and we also see where short-staffing has become a major issue.”

YVONNE ARMSTRONG

*President at 1199SEIU United
Healthcare Workers East*



H-CAP and the work done by H-CAP in labor-management fosters our ability to recruit, retain, and train our staff to a level of incredible heights together. Working together is how we create the workforce of the future.”

RITA MERCEICA

*Senior Vice President &
Regional Executive Director at
League of Voluntary Hospitals
& Homes of New York*



Mid-Year Snapshot

BUILDING WHAT'S NEXT H-CAP SPRING 2025 CONFERENCE

H-CAP's Spring 2025 "Building What's Next" Conference convened over 150 leaders from across the country in Detroit, Michigan, utilizing our platform to advance quality jobs and racial and gender equity in healthcare. The conference showcased our collaborative power, uniting labor leaders, management representatives, government officials, and workforce professionals around a shared commitment to the future of healthcare workforce development. Thanks to robust engagement from our attendees, the conference produced a practical roadmap of shared best practices that will guide our collective approach moving forward.

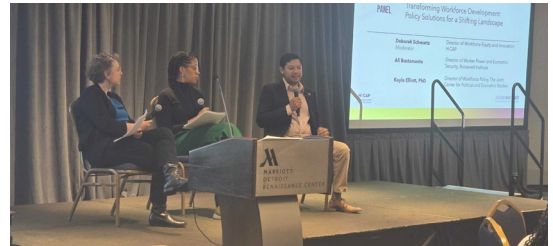
The conference featured programming designed to highlight voices representing the future of our industry. Our most popular panel, "Data Equity in Workforce Development," illustrated how partners are employing data-informed strategies to dismantle occupational segregation amid national challenges. Panels featuring workers and apprentices highlighted our collective efforts to create accessible career pathways, while demonstrating why labor-management training partnerships are crucial to closing equity gaps and addressing workforce shortages.



(From left to right:) Director of Nursing Homes at SEIU Healthcare Michigan **Charlesetta Wilson**; Majority Leader at Michigan State Senate **Winnie Brinks**; Deputy Director-Labor at State of Michigan **Sean Egan**; and Director-Entrepreneurship & Economic Opportunity at City of Detroit, Mayor's Office **Justin Onwenu** speak at our closing session.



(From left to right:) H-CAP's Associate Director **Rebecca von Loewenfeld**; Nursing Consultant, Program Review at SEIU Local 1000 **Roderick Omari**; and Apprenticeship Coordinator at SEIU Local 1000 **Ken Anyanwu** speak at our "Apprenticeship in Nursing Pathways" breakout session.



(From left to right:) H-CAP's Director of Workforce Equity and Innovation **Deborah Schwartz**; Director of Workforce Policy at The Joint Center for Political and Economic Studies **Kayla Elliott, PhD**; and Director of Worker Power and Economic Security at Roosevelt Institute **Alí Bustamante** speak at our conference panel, "Transforming Workforce Development: Policy Solutions for a Shifting Landscape."

Our closing session highlighted political leadership instrumental to workforce development in the state of Michigan, including Justin Onwenu, the City of Detroit's first Director of Entrepreneurship and Economic Opportunity; Sean Egan, Director of Labor and Economic Opportunity Michigan; and Winnie Brinks, Michigan's first woman Senate Majority Leader. These political leaders lent their extensive knowledge to a vibrant panel, in which we discussed local issues with respect to the transformation of workforce development, demanding challenges in healthcare, apprenticeship programs, strategies for youth engagement, and new ways to enhance labor-management partnerships.

MICHIGAN NURSING HOME WORKFORCE STABILIZATION GRANT

The Michigan Nursing Home Workforce Stabilization program is funded by a \$25 million grant from the **Michigan Department of Health and Human Services**, supporting a labor-management partnership project aimed at advancing recruitment, retention, and training in the state's nursing facilities. H-CAP partners with the state nursing home workers' union, SEIU Healthcare Michigan, and two of the state's key nursing home operators, MediLodge and Villa Healthcare, to deliver benefits to workers at sixty-six facilities throughout the state.

Nursing Home Worker Retention Benefits

Our efforts to support Michigan nursing home workers with retention benefits achieved substantial momentum during the first half of 2025. The benefits support reimbursement for workers' expenses, including food, transportation, childcare and healthcare costs. This year, the program dispersed \$2,658,458.49 to 2,324 individuals, with transportation reimbursement showing the highest utilization rates. Workers report that benefits effectively bridge salary gaps while reducing stress related to everyday expenses.

Scholarships and Education for Healthcare Careers

Our scholarship program, available to full- and part-time nursing home employees, provides funding for workers seeking to complete an education program in the healthcare field, supporting educational advancement and career mobility among nursing home workers. So far in 2025, the scholarship program has supported 19 participants, disbursing \$87,346.37. Workers are pursuing diverse healthcare education programs, including Practical Nursing, Registered Nursing, Radiology, LPN, and Surgical Technology. With partnerships through Mid-Michigan College and Alpena Community College, 13 students successfully completed their nursing assistant certification, and 25 participants completed Basic Life Support certification.

Career and Financial Literacy Benefits

H-CAP launched a comprehensive Career Coaching plan providing one-on-one resume and interview preparation, directly adding participants to the employment pipeline for open vacancies at participating facilities. The newly-introduced Financial Literacy Program features a four-part series covering budgeting, credit management, and wealth-building strategies, with plans to expand participation through enhanced promotional efforts and informational videos.

Our Impact

With incumbent workers increasingly serving as program ambassadors who inform new staff about available benefits and encourage participation, we have strengthened collaborative relationships across 66 participating facilities. Partnership development with union member leaders, facility administration, and human resources staff supports recruitment efforts across shifts and departments.

In addition to strengthening our partnerships across the state and increasing our density in facilities, we are quantifying our impact on workers and communities. Working in partnership with Hart Research, we have completed the first phase of an evaluation and impact study, followed by a second wave of worker surveys. Through in-depth interviews with scholarship awardees and core partners, including union staff and nursing home operators, we track participant progress throughout the grant to demonstrate program efficacy and inform future workforce stabilization strategies.

REIMBURSED

MI Employee Benefits

CHILD CARE AMOUNT
\$726,873.51

GROCERIES AMOUNT
\$1,597,701.57

HEALTH COVERAGE
AMOUNT:
\$1,980,160.61

TRANSPORTATION
AMOUNT:
\$3,241,459.52

TOTAL
REIMBURSEMENT
AMOUNT

\$7,546,195.21

SUCCESS STORY: NADINE KIND



“

The moment I know someone has hit their 60 days and is full-time, I introduce them to the program and go over everything with them, so they can also take advantage.”

NADINE KIND

Nadine Kind first learned about the **Michigan Nursing Home Workforce Stabilization** program through her HR team at MediLodge of Wyoming. As a human resources professional with nearly 25 years of experience in healthcare, she immediately recognized the value of the program—not just for herself, but for all the staff members she could help along the way.

The program has provided comprehensive support that goes far beyond what Nadine initially expected. “I’ve used it for my health benefits, gas, and even groceries,” she explains. Most significantly, the grant covered her enrollment in a nursing home administrator program through its scholarship component. “If I would’ve heard about the program on my own, without the scholarship, I’d most likely be paying out-of-pocket and making payments. Now it’s all paid for—I just have to wait for the start date, and be ready.”

The financial relief has been transformative; the program provides monthly assistance with her health insurance, which she describes as “big help”, given the high cost of employer-sponsored coverage. This support has eliminated the stress of wondering where extra money would come from to pursue her career advancement.

Now enrolled in the nursing home administrator program, Nadine finds herself constantly thinking about her future: “When I’m done, what would I do? How would I do it? I think about that a lot now.” Drawing from her healthcare experience, she’s already identifying areas for improvement, reflecting on how different administrators operate, and envisioning how she would approach leadership differently.

Beyond her personal growth, Nadine has become a champion for the program within her facility. “The moment I know someone has hit their 60 days and is full-time, I introduce them to the program and go over everything with them, so they can also take advantage.” She’s witnessed firsthand how the program has helped colleagues with car repairs, daycare, and groceries—support that’s often needed but rarely discussed.

Her advice to anyone considering working in a nursing home? “Go for it. I don’t care if it’s housekeeping, dietary, or whichever position, because you can move up and grow in these facilities. I’ve worked with several people who are at the top now but started in the kitchen, laundry, or front desk.”

And for current nursing home workers considering the grant program? “Take advantage of it before it goes away. It benefits you a lot, and the extra money at the end of the month is a boost to paychecks. It’s a good program, and it’s needed.”

SUCCESS STORY: MARIA RODRIGUEZ



“

This program has given me the ability to not only go back to school, but to do so without the financial burden. Taking one step in a new direction can truly change your life forever.”

MARIA RODRIGUEZ

Maria Rodriguez’s healthcare journey began with a childhood dream. At just seven years old, she wrote in her diary that she wanted to be a nurse when she grew up. However, as an adult working as a Certified Nursing Assistant (CNA) at Villa Parkridge, Maria faced the same financial barriers preventing many healthcare workers from advancing in their careers.

For two years, Maria wrestled with the decision to pursue nursing school, knowing the significant financial burden it would create. “Before learning about this program, I was really kind of dreading going back to school, because I knew it was going to be so expensive,” Maria explains. “It almost made me not even want to go back to school when they told me how much my monthly payments were going to be.”

The dilemma was all too familiar: either focus on school or work to pay bills. Even becoming a CNA had required a leap of faith: Maria had delayed that step for two years because the \$900 three-week course felt financially overwhelming. “I kept asking myself, ‘Do I want to pay my rent, or do I want to further my education?’” she recalls.

Everything changed when H-CAP’s **Michigan Nursing Home Workforce Stabilization** program came to Villa Parkridge. Maria learned about the opportunities directly from H-CAP staff who presented the program at her workplace. She was eventually approved for both the scholarship program and monthly expense reimbursement: “I thought, ‘If I could get approved for this, that’d be a huge help,’” Maria says. “I wouldn’t be spending so much each month, and I could really focus on school.”

The impact was immediate and transformative:

- The scholarship eliminated the financial burden of tuition, allowing Maria to focus on her studies.
- The \$300 monthly reimbursement covered her car payment — “one entire bill that I don’t have to worry about while I’m in school.”
- She could concentrate on academics without the stress of juggling multiple jobs

“It took a huge financial burden off my shoulders,” Maria emphasizes. “You guys have been my little crutch, and I appreciate that. I really do.”

Maria was so enthusiastic about the program’s benefits that she immediately shared the information with her co-workers: “I wanted them to receive it as well,” she says, understanding that \$300 can be one less household bill.

Currently in nursing school, Maria will achieve her lifelong dream of becoming a nurse within a year—a full-circle moment that traces back to her childhood diary entry. Her advice to others considering healthcare careers is simple: “Take full advantage of it, because these opportunities don’t come about too often.”

Maria says the H-CAP program represents more than financial assistance: it’s the bridge that made her childhood dream achievable. “This program has given me the ability to not only go back to school, but to do so without the financial burden,” she reflects. “Taking one step in a new direction can truly change your life forever.”

LMTP DATA EQUITY PROJECT

*This project is made possible by generous support from the **Robert Wood Johnson Foundation**.*

Last year, H-CAP and the H-CAP Education Association launched a groundbreaking Data Equity Project to support labor management training partnerships (LMTPs) in addressing persistent inequities in the healthcare workforce. These partnerships are essential for building inclusive career pathways in a sector marked by high turnover, occupational segregation, and limited worker voice—especially among BIPOC women and immigrants whose labor has long been undervalued due to systemic racism, sexism, and xenophobia.

Data equity, often defined as disaggregated data collection that helps capture how social difference impacts people's experiences, goes deeper in our project: it is about engaging workers as co-producers of knowledge, correcting for structural blind spots in existing data systems, and using data to surface disparities—such as differential access to advancement opportunities—and to guide more equitable internal practices.

This year, we advanced our project further by partnering with subject matter experts from the University of Illinois Chicago (UIC) to conduct a baseline assessment across 12 LMTPs, evaluating how data is currently collected, analyzed, and applied. The assessment revealed critical gaps, including limited access to employment-related data, a lack of worker involvement in data design, and insufficient capacity to utilize data to inform program decisions. Despite these challenges, we also identified promising practices, such as increasing transparency in data collection, safeguarding worker privacy, and staggering surveys to reduce burden and attrition.

Building on these insights, we launched a pilot project in May with three LMTPs to develop a core worker data questionnaire, centering worker voice from the outset. Worker advisors at each pilot site met with researchers to identify which data categories—related to personal background, job experience, and more—are most meaningful for advancing equity within their training programs. The resulting questionnaire will not only inform LMTP strategies but also contribute to a broader national narrative on the impact of worker-centered labor-management partnerships.

At a time when diversity, equity and inclusion (DEI) efforts face growing opposition, this work stands as both a form of resistance and a strategy for resilience. By embedding equity into the data that drives their programs, LMTPs are improving outcomes for frontline healthcare workers and laying the groundwork for transformative, system-wide change.



GOOD JOBS COLLABORATIVE

H-CAP is proud to be playing a vital role in the **Good Jobs Collaborative (GJC)**—a national initiative working to ensure that every job is a good job. The GJC brings together leading advocates, labor organizations, and policy experts to advance policies that work for all.

The Collaborative's recent work centers around a powerful new tool, created with input from H-CAP: the Good Jobs Compass. This framework evaluates policies across four essential dimensions: Economic Security, Economic Mobility, Respect & Safety, and Worker Voice & Agency. It is both a rating system and a call to action, helping policymakers, advocates, and communities assess whether policies genuinely support working people or leave them behind.

As a long-standing champion for worker-centered innovation in healthcare, H-CAP contributes its deep



expertise to shaping and applying this framework. Our work with employers, unions, and training providers reflects the very pillars of the GJC's mission—from promoting fair pay and quality benefits to ensuring worker voice and equity in career advancement. By collaborating with others in the GJC, we are helping raise the standard across industries, building pathways to union careers, addressing occupational segregation, and expanding training that leads to high-road jobs.

FROM VISION TO ACTION: BUILDING A JUST HEALTHCARE WORKFORCE

This project is made possible by generous support from the W.K. Kellogg Foundation.

Last year, H-CAP kicked off a new effort to advance our mission to build a more equitable healthcare workforce by turning bold ideas into actionable programs. The initiative embeds anti-racist, worker-centered principles across our network of LMTPs and beyond, with a focus this year on building a foundation for systems change.

1. **Launching Participatory Research:** We laid the groundwork for participatory research projects that center healthcare workers as experts in shaping solutions. We have prepared to engage workers from across all LMTPs later this year on workers' experiences with LMTP programs and practices from an equity perspective.
2. **Supporting LMTPs with Equity-Centered Tools and Trainings:** We delivered tailored technical assistance, helping LMTPs embed equity into both classroom and organizational practices, including convening over 150 leaders virtually. We also launched a LMTP DEIA Working Group on to develop and implement strategies

that foster more anti-racist organizations, ultimately leading to more equitable outcomes for workers.

3. **Laying the Groundwork for an Impact Study:** By helping LMTPs develop clear equity goals, we began preparing partners to document and evaluate their progress. These impact studies will inform scalable innovations across our network.
4. **Conducting an Internal Equity Audit:** H-CAP also turned inward, launching a BIPOC-led Anti-Racist Organization Committee and engaging an expert consulting practice to conduct the audit. These findings will inform our future strategy and help shape infrastructure sector-wide.

REGISTERED APPRENTICESHIP

*H-CAP's national work to advance healthcare Registered Apprenticeship is funded by a contract with the **U.S. Department of Labor**. Our project to expand healthcare apprenticeships in the state of California is funded by the **James Irvine Foundation**.*

H-CAP continues to serve as a national leader in building infrastructure for high-quality healthcare apprenticeships, accelerating momentum for Registered Apprenticeship around the country as a workforce development tool. In the first six months of 2025, we achieved milestones that demonstrate the immense potential for growth in healthcare apprenticeships:

- We exceeded our annual goals prior to the halfway mark, surpassing 750 apprentice registrations by June, three months ahead of expectations, and reaching the Equal Employment Opportunity goal of registering 375 protected apprentices by January.
- We generated exposure during National Apprenticeship Day in May by presenting at a City of San Antonio event, leading a virtual panel discussion with Utah Department of Workforce Services, and hosting several great apprentice testimonials at H-CAP's national conference.
- We expanded our strategic partnerships through presentations at conferences, including the National Association of Workforce Development Professionals Conference, Ultimate Medical Academy's Spark Summit, and the Midwest Urban Strategies convening, reaching workforce boards from nine states.
- We advanced regulatory engagement with our partners to submit public comments to the Commission on Accreditation for Respiratory Care (CoARC) as well as work with state Boards of Nursing in Colorado, Kentucky, and Pennsylvania to ensure their apprenticeship programs meet any amended licensing requirements.
- We made significant strides in standards development by attaining twenty-eight approved national program standards. Additionally, we secured approval of National Program Standards for Biomedical Equipment Technician, and National Guideline standards for Medical Laboratory Technologist, Physical Therapy Tech, Massage Therapist and Dental Assistant.
- We collaborated with SEIU 1199 on a pilot CNA apprenticeship using a front-loaded model, partnered with YouthBuild and the U.S. Department of Labor, and conducted targeted outreach to HBCUs.
- We solidified our rural and tribal partnerships by joining the ARC ARISE Advisory Committee for a tri-state initiative and providing technical assistance across Arkansas, Montana, Texas, the Dakotas, and Oregon, as well as to tribal communities, such as the Billings Urban Indian Health and Wellness Center.



APPRENTICESHIP

By The Numbers*

\$380,000

dollars allocated in total
for apprenticeships

28

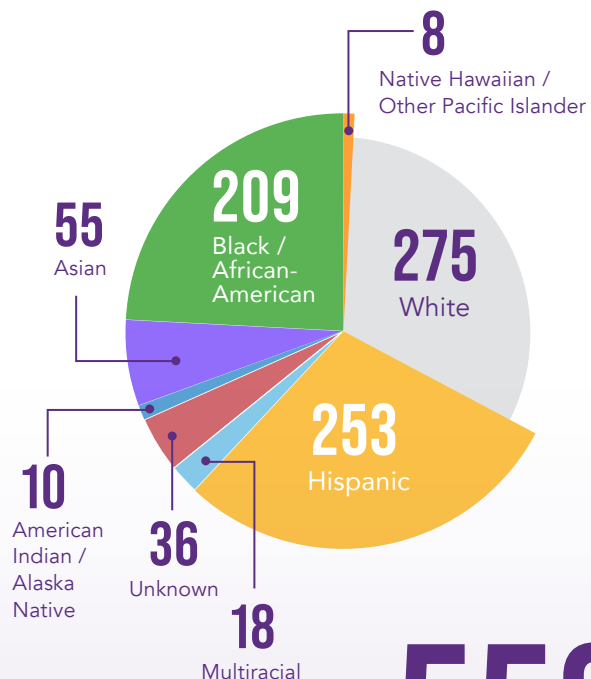
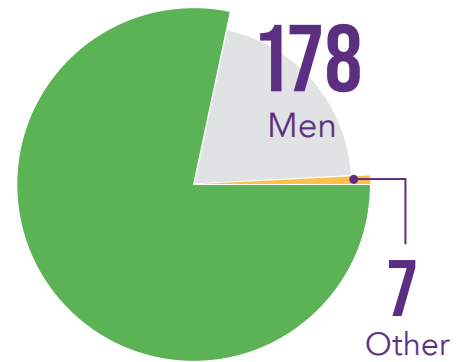
national program
standards attained

21

states that have been
provided money to
build apprenticeships

679

women
apprentices
were reported
in OY4 —
**almost 4x
more** compared
to men.



553

BIPOC apprentices
were reported in
OY4 — **2x more**
than their white
counterparts.

* Data collected from OY4 (October 2024 – June 2025)

SUCCESS STORY: MARSELA VRAPI



“

I feel great about myself and the program. This opportunity has changed my life, and I'm incredibly grateful.”

MARSELA VRAPI

Marsela Vrapı's healthcare career journey began back in 2009, when she took on a role as a security guard at Quincy Hospital. When the hospital closed, she transferred to Good Samaritan Hospital in Brockton, Massachusetts, where she saw it best to further advance in her career. However, as a working mother putting two children through college, Marsela was quick to face significant financial barriers.

In 2019, H-CAP began working with Good Samaritan Hospital to address their need for radiologists certified in multiple modalities, including MRI and mammography. With the project temporarily halted during COVID, it eventually resumed, offering Marsela the opportunity she had been waiting for.

“When I heard about the apprenticeship, I was thrilled,” she says. “Unlike my previous training experiences, I could receive my regular pay while learning. This allowed me to truly focus on mastering my skills instead of constantly juggling work, school, and family responsibilities.”

Management offered flexible scheduling, regular check-ins, tutoring when needed, and consistent encouragement throughout her journey. “Working with different mentors and technicians was invaluable,” Marsela explains. “I picked up unique techniques and approaches from each person, building a diverse skill set that I wouldn't have developed otherwise.”

In December 2023, Marsela completed the Multi-Modality Radiology apprenticeship at Good Samaritan. The results of her hard work were immediate and tangible:

- She's now certified to perform mammograms, a critical service in women's healthcare,
- her pay has increased significantly,
- she can pick up additional shifts across different departments, and
- her relationship with her employer has strengthened considerably.

“I feel great about myself and the program,” Marsela says with pride. “This opportunity has changed my life, and I'm incredibly grateful.”

For Marsela, learning and growth remain ongoing priorities. In fact, she's already considering pursuing certification in another specialty—potentially as an MRI technician.

SUCCESS STORY: NYIMA TUTWILDER



“

The CNA apprenticeship is an awesome opportunity. Based on my experience in the program, I'd say to anyone, if you're at a crossroads and thinking about going into healthcare, you should do an apprenticeship.”

NYIMA TUTWILDER

Nyima Tutwilder successfully completed the Certified Nursing Assistant (CNA) Registered Apprenticeship program in April of 2024. This opportunity was made possible through a labor-management partnership between the Center for Caregiver Advancement (CCA) and Excell Health Care Center, a skilled nursing facility in Oakland, California. Motivated by her desire to start over and work with older adults, Nyima made the decision to leave her licensed cosmetologist role to pursue the CNA program — a program that she learned about through her mother, a union member.

Nyima realized she would first need to complete her high school diploma, and with the help of CCA, tackled that first. She describes 2024 as “a good year,” as she both completed her high school diploma and earned her CNA license.

Nyima's role as a CNA has been transformative, allowing her to grow both personally and professionally. Her dedication and skills recently led Excell to encourage her to apply for a Social Worker Assistant position, a field entirely new to her. Despite her lack of prior direct experience, she secured the role and is now thriving, drawing on her CNA training and past experiences to succeed. She remains committed to maintaining her CNA license and plans to seek supplemental on-call CNA work to help address workforce shortages and continue to work with older adults.

“The CNA apprenticeship is an awesome opportunity,” Nyima reflects. “Based on my experience in the program, I'd say to anyone, if you're at a crossroads and thinking about going into healthcare, you should do an apprenticeship.” Nyima's journey to becoming a healthcare professional was a rewarding one, and her success has already had ripple effects in her own family: witnessing her mother's transformative experience, Nyima's daughter was inspired to pursue a career as a Registered Nurse.

Looking ahead, Nyima is considering a variety of career paths, including pursuing a Licensed Vocational Nurse (LVN) program, exploring X-ray technology, or maybe even social work. She is focused on making the best of the next seven years of her life, and on setting herself up for continued success.

INNOVATING THROUGH APPRENTICESHIP

Through our efforts to expand opportunities for workers to attain a family-sustaining job in the healthcare industry through apprenticeship, H-CAP is leading the field in innovative programs that impact underserved workers, such as women, BIPOC, and youth. A prime example of H-CAP's impact is our recent pilot project with New York City, conducted through the Mayor's Office, which will develop a Community Health Worker/Behavioral Health apprenticeship using an interim credential model. This model is flexible and supports the interests of young workers while aligning them with employer needs. Early results show strong employer retention commitments, indicating these models are gaining traction.

H-CAP and our partners are building a thriving apprenticeship ecosystem that meets labor market demands, addresses workforce priorities, and delivers sustainable value to employers, frontline workers, and communities. Overall, our initiatives create tangible and accessible pathways for career advancement, thereby strengthening America's in-demand healthcare workforce and care economy.





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