

# ANNUAL REPORT

2025



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## OUR FUNDERS

H-CAP would like to extend our appreciation to our 2025 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 generous support of our funders, 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.



As we reflect on 2025, we enter a season of new beginnings at H-CAP. Our Executive Director, Danielle Copeland, is stepping down from her role. We sincerely appreciate Danielle's service and wish her success in her next chapter. As Interim Co-Executive Directors with more than 15 years of combined service to H-CAP, we look forward to guiding the organization as we embark on the search for our next permanent leader.

We reflect with gratitude and pride on all that H-CAP has accomplished this past year—despite the profound challenges facing organizations across the care economy. In moments like these, it is more important than ever to recognize our collective progress, stay grounded in our long-term vision, and continue building the equitable and just healthcare system we know is possible through strong partnerships.

In 2025, our labor-management network came together with renewed strength—now representing 800,000 healthcare workers across 22 states, D.C., and Ontario, Canada. Through this network, we successfully completed our second multi-year contract with the U.S. Department of Labor and registered more than 1,175 healthcare apprentices in 2025, far surpassing our goal of 750. These results demonstrate the growing demand for workforce solutions that simultaneously support workers, employers, and the communities they serve.

We also continued to expand and test innovative approaches through our labor-management training partnerships (LMTPs). One of our most groundbreaking initiatives is our work on LMTP data equity, which is trans-

forming how our network collects, interprets, and uses data. Too often, data is gathered about workers without their input; at H-CAP, we are committed to placing workers at the center as co-creators of knowledge and experts by experience. This principle guides our work nationally and in state initiatives such as our programmatic work in Michigan, where the self-identified needs of nursing home workers and community members have directly shaped program design.

Our efforts intentionally uplift workers who have long been underrepresented in healthcare leadership—women of color, Indigenous peoples, and workers who have historically lacked clear pathways to advancement. Workers' expertise strengthens our programs, our partnerships, and ultimately the healthcare system itself. This commitment to equity and job quality has also led us to launch a joint evaluation of LMTPs across healthcare and childcare with our sibling organization, the SEIU Education and Support Fund, to deepen the evidence base for sector-wide impact.

A more equitable healthcare workforce is essential not only for delivering quality care but also for building thriving, healthy communities. We are fortunate to work alongside more than 1,050 management partners nationwide who share this vision and continue to advance it—even in a challenging political climate.

It is an honor to share a glimpse of what we have achieved together this year. Thank you for your partnership, your belief in our mission, and your commitment to the workers who anchor our care systems and communities.

In community,



A handwritten signature in black ink that reads "Tamara Martial-Dolcy".

**TAMARA MARTIAL-DOLCY**

*Interim Co-Executive Director, H-CAP*



A handwritten signature in black ink that reads "Rebecca von Loewenfeldt".

**REBECCA VON LOEWENFELDT**

*Interim Co-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, worker-centered workforce development since our founding. Through the collaborative efforts of unions, employers, workers, and communities, we have built a transformative network spanning 22 states, plus the District of Columbia and Ontario, Canada.



## OUR VISION

We envision a healthcare workforce that is both high-quality and caring, driving a prosperous industry and promoting healthy communities through equal access to quality, family-sustaining jobs for all workers. 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.



To advance the narrative highlighting our bold vision, H-CAP updated all its collateral this year, releasing a set of organizational narrative documents. These include a new one-pager summarizing our work, our Education Association Narrative Statement, a detailed piece about H-CAP and our network, and a one-pager on the political and policy aspects of our work.



## OUR VALUES

- **Workers at the Center:** We prioritize the experiences and voices of workers in all that we do, recognizing workers as experts in the solutions and interventions that impact them.
- **Equity:** We advance a culture of fairness and justice within H-CAP, in the healthcare system, and in our communities, with a focus on the intersections of race, gender, and job quality. Through policy, practice, and promoting systemic change, we move toward our vision of an equitable healthcare system.
- **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 a national network of 17 labor-management training partnerships (LMTPs) and projects to deliver worker-centered, industry-responsive training, programs, and employee benefits to over 800,000 workers across the healthcare sector, including home care, nursing facilities, hospitals/health systems, and behavioral health. Together, we convene over 1,050 leading healthcare employers and thousands of Service Employees International Union (SEIU) members across 22 states, plus Washington, D.C. and Ontario, Canada. More than 222,000 unique healthcare workers participate in programs annually across our network.

**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) unite healthcare labor and employers, leveraging the combined strengths of all stakeholders around a shared vision of industry-specific workforce development centered on workers. These partnerships succeed because they promptly respond to the needs of labor and employers, build innovative programs that create careers in the industry, and promote growth and quality in the healthcare workforce. Through our LMTPs and this collaborative approach, we are redefining what it means to create good jobs for mutual success, emphasizing individual well-being and organizational achievement 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

**Yvonne Armstrong \***  
President

**Grace Bogdanove**  
Vice President

**Dequasia Canales**  
Vice President

**Tracey Harrison**  
Vice President

**Cari Rivera**  
Vice President of Health Systems

**James Scordato**  
Vice President for the Western New York  
Hospital Division of 1199SEIU

**Rona Shapiro**  
Executive Vice President for Home Care

**Veronica Turner**  
Secretary-Treasurer

**Nadine Williamson**  
Executive Vice President of RN Division

**Lena Rodriguez**  
Vice President

### Boston Medical Center

**John M. Hickey, Esq.**  
Director of Employee & Labor Relations

### Care New England Health System/Women and Infants Hospital

**Enrique Cepeda**  
VP of Labor and Employee Relations

**Cassandra Goryl**  
Director, Human Resources

### Crouse Hospital

**Becky Houde**  
Director of HR

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

### HealthPartners

**Lynelle Wood**  
Senior Director, Labor Relations  
and HR Compliance

### Kaiser Permanente - Washington State

**Kelli Kennedy**  
Regional Nurse Residency Coordinator

### Kaleida - John R. Oishei Children's Hospital

**Jessica Mable**  
VP, Chief Operating Officer

### League of Voluntary Hospitals and Homes of New York

**Rita Mercieca \***  
Senior Vice President and Regional  
Executive Director

### Loretto Health System

**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

### SEIU 1199NE, the New England Health Care Employees Union

**Heather Kelley**  
Organizer

**Jesse Martin**  
Executive President

### SEIU Healthcare 1199NW

**Ligaya Domingo**  
Education Director

**Jane Hopkins**  
President

### SEIU Healthcare Illinois & Indiana

**Myra Glassman**  
Secretary-Treasurer

**Greg Kelley \***  
President

### SEIU Healthcare Minnesota & Iowa

**Philip Cryan**  
Executive Vice President & Director  
of Hospitals and Clinics

**Kate Lynch**  
Vice President

### SEIU Healthcare Pennsylvania

**Matt Yarnell**  
Vice President

**Zach Zobrist**  
Chief of Staff,  
Workforce Development

### SEIU International Union

**Leslie Frane \***  
Executive Vice President

### SEIU Local 503

**Melissa Unger**  
Executive Director

### SEIU Local 775

**Adam Glickman \***  
Secretary-Treasurer

### SEIU Local 2015

**Brandi Wolf**  
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*



# 2025: YEAR IN REVIEW

## H-CAP EDUCATION ASSOCIATION (EA) ACCOMPLISHMENTS AND HIGHLIGHTS

As we close out 2025, we're celebrating a year of growth, collaboration, and innovation across our Education Association network. Together, we've strengthened training programs, deepened partnerships, and expanded opportunities for learning and leadership development.

### Fall EA Conference

This Fall, our annual EA conference brought together more than 250 participants—our biggest turnout yet! We heard from SEIU local and national leaders, as well as LMTP staff and leaders, on issues such as the impact of H.R. 1 (2025) on healthcare workers, Medicaid, immigration, and education. Breakout sessions covered career coaching, eLearning development, measuring our work's impact, and apprenticeships.



### Strengthening the LMTP Network

Throughout the year, we continued to support our Labor Management Training Partners (LMTPs) through workshops, individual support and coaching, sector-based meetings and contractual work. We launched our new "2.0" workshop series, offering more in-depth content for LMTP staff. Over 300 network staff attended one of our workshops in 2025.

We have done deep work on a contractual basis with partners in Pennsylvania and Illinois. In Pennsylvania, we are focused on social and racial justice initiatives. In Illinois, we developed a 3-year strategic plan for workforce development and are supporting its ongoing implementation, including the creation of an adult-learner-centered curriculum.

We continued to host regular sector-based meetings—covering the hospital, home care, and nursing home sectors—to support collaboration, peer learning, and the sharing of best practices.

Additionally, we launched a new national Curriculum Workgroup to facilitate curriculum and resource sharing within our network and create space for workgroup members to build relationships with peers and exchange best practices. Workgroup members





supported the launch of a first-time H-CAP EA Curriculum Library to facilitate resource sharing within the network.

We continued to provide Mentorship training to partners throughout the year in connection with our DOL grant. During FY 2025, H-CAP conducted mentor training for participants across several roles in health care and behavioral health, including Medical Assistant, Substance Use Disorder Professional, Surgical Technician, and MRI Technician. Mentor training participants reflect the national reach of H-CAP partner organizations with attendees from California, Washington, and Massachusetts.

## Looking Ahead to 2026

In 2026, we'll host an in-person Education Association Conference and Executive Director meeting in the Spring, along with a Fall virtual Conference, continue offering workshops and individualized support, and launch a new workshop on disability justice. We'll also keep building training infrastructure in Illinois, Michigan, and Minnesota, including the potential of collaborating with partners on a statewide home care orientation program in Minnesota.

## EA PARTNER SPOTLIGHT: SEIU 775 BENEFITS GROUP

This year, H-CAP EA member SEIU 775 Benefits Group launched its first-ever Caregiver Community Advisory Board (Caregiver CAB). This new initiative puts caregiver voices at the center of its work. The board helps ensure that the organization's benefits remain grounded in caregivers' real-life experiences and are responsive to their needs.

Caregiver CAB focuses include assessing and identifying the evolving needs of the caregiving community and advising on key organizational initiatives, including research, benefit enhancements, and communications campaigns. The inaugural Caregiver CAB comprises 15 dedicated caregivers who bring diverse perspectives and a shared commitment to improving the caregiver experience.

During the first meeting, members shared powerful stories that highlighted the value of strong workplace benefits. One caregiver with 15 years of experience reflected, "Without my benefits, I wouldn't be able to do what I'm doing right now. They have made a big impact in my life." Others echoed how these benefits have also improved the well-being of their families:

"The Caregiver CAB ensures that the Benefits Group's work is guided by those who understand it best," said Merissa Clyde, CEO of SEIU 775 Benefits Group. "We're honored to partner with experienced caregivers and center our work around their voices as we collaboratively shape the future of care."

Through this collaboration, caregivers serve as invaluable thought partners, helping SEIU 775 Benefits Group continue to deliver innovative benefit solutions for those who care for the community's most vulnerable.



## MICHIGAN NURSING HOME WORKFORCE STABILIZATION GRANT

### BY THE NUMBERS: REIMBURSEMENTS & PARTICIPANT DATA



CHILDCARE AMOUNT

**\$916,103.79**



GROCERIES AMOUNT

**\$2,022,175.87**



HEALTH COVERAGE  
AMOUNT:

**\$2,386,478.57**



TRANSPORTATION  
AMOUNT:

**\$4,042,425.90**

TOTAL  
REIMBURSEMENT  
AMOUNT YTD AS OF  
SEPTEMBER 2025

**\$9,367,184.13**

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.

### Retention Benefits

The Nursing Home Workforce Stabilization Grant continued to make a profound impact across Michigan in 2025. Retention benefits remain an essential part of the grant program, enabling eligible workers to be reimbursed for basic daily necessities such as food, transportation, childcare costs, healthcare, and improved mental health supports. This has proven to be a helpful way to offset the increasing cost of living or provide workers with financial flexibility to handle life's challenges and remain in a nursing home career. Workers often share stories of how this funding has enabled them to buy school clothes for their children, new work shoes, make necessary car repairs to get to work, avoid taking on debt, and more.

This year alone, we have distributed over \$9.3 million to 5,692+ individuals. Transportation reimbursement remains the most utilized benefit, followed by assistance with healthcare costs, both indicating ongoing barriers to workforce stability. Through thorough site visits, staff orientation, and cross-training with facility administration and Human Resources staff, we have successfully shared program details with all 66 of our partner facilities. Additionally, our "peer-to-peer" recruitment model has grown organically, with current employees acting as ambassadors and informing colleagues about the available recruitment and retention benefits.

### Scholarships

Our scholarship program thrived this year, awarding 105 scholarships totaling \$507,925.33 to 33 institutions statewide. Scholarship utilization has been especially robust among the unionized facilities: union workers represent approximately 41% of awardees, despite comprising only 27% of participating facilities. As scholarship awardee Noor Alyssiri stated of the program, "It encouraged me to keep on going further [in my education], instead of stopping on account of things being too expensive. Now I have a goal for my future that helps me keep going."

This year, our proactive outreach encouraged frontline workers to pursue advancement opportunities before new state licensing requirements take effect in 2026, which could otherwise create additional barriers for many in our target population. Through these efforts, 17 workers have enrolled in or completed the Nursing Home Administrator program at Michigan State



University's Broad College of Business. This milestone not only expands career mobility—nearly tripling earning potential within a year—but also strengthens the industry by adding trained administrators whose leadership is grounded in firsthand caregiving experience. One scholarship recipient, Maria Rodriguez, who is using her scholarship to pursue a nursing degree, shared that the H-CAP program represents more than financial assistance: it's the bridge that made her childhood dream of becoming a nurse achievable. "This program has given me the ability to not only go back to school, but to do so without the financial burden," Maria reflected. "Taking one step in a new direction can truly change your life forever."

### CNA Training and Career Coaching

H-CAP ramped up its Certified Nursing Assistant (CNA) program across Michigan in 2025, sponsoring incumbent workers and recruiting community members into the nursing home workforce. Participants received full-paid tuition for local CNA courses, uniforms, state certification exams, and a \$500 stipend to help cover personal expenses. H-CAP Program Coordinators paired with participants to provide individualized career coaching and job placement assistance throughout the program and beyond.

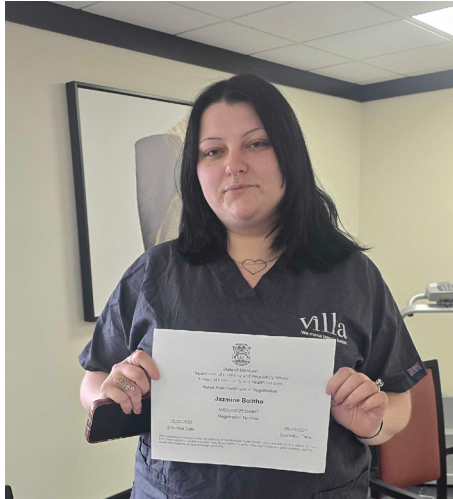
We have seen the program completed by 65 participants, with 12 more currently enrolled. Many program graduates now work as CNAs in our partner facilities, several of whom have gone on to use our scholarship program to advance their healthcare careers further. One such worker told us that the CNA program was not only financially helpful, but also that seeing her own success in the course gave her the confidence to pursue a nursing degree.

### Financial Literacy Benefits

This year, H-CAP launched a virtual financial literacy workshop series in which workers learned foundational concepts to help them achieve economic well-being. Participants engaged in lively discussions around budgeting, saving, credit building and repair, and investment strategies. At the end of the workshop series, participants received functional materials and resources, along with attendance incentives, so they could begin investing in their futures.



## SUCCESS STORY: JAZMINE BOLITHO



“

I completed my three-week program, passed my exams, and will now have my certificate in-hand within the next six weeks. I've gained lots of knowledge and had lots of support from the CNAs that I work with, who've given me advice for testing and for my future career.”

JAZMINE BOLITHO

Jazmine Bolitho first heard about the **Michigan Nursing Home Workforce Stabilization Grant Program** through the announcements at her workplace, MediLodge of Taylor. She soon understood that the program would not only pay for her class at Yes We CNA in its entirety, but also cover the cost of her textbooks and scrubs, as well as provide her with a monthly stipend. All that was required from her was to pass the class, which would allow her to have a higher position upon completion. “It was an opportunity that was really hard to pass up,” she admits.

Jazmine began working at the nursing home facility last July in a part-time overnight security position, eventually moving up to her current position as a Ward Clerk. “My current wage is not exactly where I would like it to be,” she admits. “I don’t feel like my work is being appreciated through the amount of money that I make. The program was able to give me a new position while still staying in the same facility, and make more money while still caring for the same people.”

She’s now in the process of moving up yet again, this time as a graduate: “I completed my three-week program, passed my exams, and will now have my certificate in-hand within the next six weeks. I’ve gained lots of knowledge and had lots of support from the CNAs that I work with, who’ve given me advice for testing and for my future career.”

She’s taking this next step in her career journey with pride, knowing all that she’s accomplished to get to where she is now: “Everything has just felt a lot more positive. I feel like I have something like to look forward to, something to work for now.”

As for what the future may bring career-wise, Jazmine is already looking ahead and is interested in taking on the LPN program – also attainable via scholarship through our Workforce Stabilization Program.

Her advice to those considering becoming a nursing home worker or participating in the program? “This is a wonderful opportunity that would be terrible to pass up. I couldn’t recommend anything better! In less than a month, my career has changed. If your role is to care for people, then I would definitely take on this opportunity.”

## SUCCESS STORY: NOOR ALYASSIRI



“

[H-CAP's scholarship program] encouraged me to go further in my education, instead of stopping on account of things being too expensive. Now I have a goal for my future that helps me keep going. I have the help, and I have the support.”

**NOOR ALYASSIRI**

Noor Alyassiri is a Certified Nursing Assistant (CNA) at Villa at Parkridge. When she first heard about the Nursing Home Stabilization Grant during a meeting in the activities room at work, she was immediately interested in the reimbursement program that could help support her family.

“I always like to help people,” Noor said when sharing her passion for caregiving. “I worked as a daycare worker, and I always loved communicating with the families.” But like many frontline healthcare workers, Noor faced the challenge of balancing her career aspirations with the financial realities of supporting a family.

“I had kids, I had to be a wife, I had to be a mom, I had to be everything,” she reflected. “Anything small can help with this hard, expensive life.”

The reimbursement program became a game-changer for Noor's ability to stay in the workforce and pursue her goals. “The reimbursement helps me with child-care. I can be at work, and have my kids in daycare and cared for, and I don't have to worry about extra spending or finding care for my kids.”

“[H-CAP's scholarship program] encouraged me to go further in my education, instead of stopping on account of things being too expensive. Now I have a goal for my future that helps me keep going. I have the help, and I have the support.”

The program's impact extends far beyond monthly expenses. It has helped Noor accelerate her education and career advancement. “I'm taking five classes this semester because I'm able to get that necessary help and support. If I didn't, I could've just taken two [classes] and kept going for years and years, until I couldn't afford them.” The financial stability has also allowed her and her husband to achieve a major milestone—purchasing their first home last year.

“It lifted that financial pressure from my life, and helped me manage time with my family, kids, and school,” Noor said. “Instead of me saying, ‘I'll just go to school next month because I can't pay this \$500,’ I now look forward to it.”

Noor emphasizes the supportive community she's found in nursing home work, compared to larger healthcare systems. “This is the longest job I've stayed with, because they have all the support and benefits that can really help you. Not a lot of jobs have reimbursements. I've worked in big companies like hospitals and stuff, and they don't give those big benefits that help through everything.”

For others considering or even struggling in healthcare careers, Noor's advice is simple: “You just need to be positive. Even if negative things come towards me, I try to take a positive look at it. If you have the support, it can happen.”

Care workers like Noor provide essential services while often managing complex personal responsibilities. By providing worker-centered benefits that address real-life challenges, like childcare and education costs, programs like this help dedicated caregivers not just survive, but thrive in their careers and achieve their long-term goals.



## RESEARCH AND EVALUATION FINDINGS



In partnership with Hart Research Associates, we conducted Phase One evaluation interviews with key partners in our work—union representatives and nursing home operators on the ground—focusing on how each partner defines and perceives the “challenges” of recruitment and retention in the long-term care model we are influencing through the grant. Interviewees praised the grant, mainly for its retention benefits, and shared thoughtful insights on the “labor management collaboration” (or lack thereof) among all parties supporting the workers.

Notably, both labor and management interviewees emphasized workplace culture, a vital aspect they considered essential to help both parties maintain a pulse on the key elements of workforce stability. They agreed that building trust and creating a strong culture takes time to develop in successful partnerships. With our improved database now capable of analyzing referral sources, worker demographics, and crucially, tracking when workers move from training to a job assignment, we are excited about the ongoing data that will ultimately demonstrate the program’s effectiveness for workers through the end of the grant in December 2026.

### Our Impact

As we approach the third and final year of the grant, we continue to build relationships not only with workers but also with community members looking to start careers in healthcare. In collaboration with our partner operators and the union, we are enhancing our impact by providing financial support and supporting workers through a comprehensive approach that addresses various needs and offers guidance.

We aim to continue learning from and analyzing our findings throughout this process. We are not only using our data systems to collect information but also gathering quantitative data through surveys and interviews. As we scale up all of our programming, this is the most critical time for us to listen and learn from our participants to offer quality programs that address geography, digital equity, and socioeconomic barriers. We will continue to track the progress of our scholarship recipients through in-depth interviews and the collection of individual worker stories.



## LMTP DATA EQUITY PROJECT

Support for this project was provided by the **Robert Wood Johnson Foundation**. The views expressed here do not necessarily reflect the views of the Robert Wood Johnson Foundation.

### Background

A groundbreaking project by H-CAP and the H-CAP Education Association is underway: a 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.

### Progress to Date

This year, we advanced our project 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 used. The assessment uncovered critical gaps, including limited access to employment-related data, a lack of worker involvement in data design, and insufficient capacity to use data for 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 at three LMTP sites (SEIU UHW - West & Joint Employer Education Fund, the Helen Miller Member Education and Training Center, and 1199NE Training and Upgrading Fund) to develop a core worker data questionnaire, emphasizing worker voice from the beginning. Worker advisors at each 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. This project is guided by a Data Equity Taskforce, including leaders from all LMTPs in our network, who meet regularly to shape data equity strategies, such as helping design a network-wide worker questionnaire, a key part of a comprehensive data set to identify disparities, demonstrate progress, and support more inclusive programming and processes.

### Worker-Centered Design and Outcomes

Far too often, data is extracted from workers without any worker input. Through this project, we are engaging workers as co-producers of knowledge about their own experiences. We completed six worker focus groups to inform the design and approach of a network-wide LMTP worker questionnaire. Toplines included:



- Workers suggested including clearer explanations for why data is collected and stronger assurances of privacy, especially around personal questions
- Workers emphasized the need to build trust by ensuring outreach—via text, phone, or in-person—is clearly identified and comes from a known source.
- Workers highlighted accessibility concerns, recommending tech support for online surveys and thoughtful language choices to ensure inclusivity and comfort for all workers.

In the fall, H-CAP and the LMTP Data Equity Taskforce members revised the core data questionnaire to integrate worker feedback before pushing the survey out for testing at the three pilot sites. The pilots of the worker information questionnaire will include a focus on how worker voice can show up in the data collection process and how the data collected can be used to improve equity outcomes for the workforce.

Looking ahead, the findings from the baseline assessment, worker advisory groups, and three pilots of the questionnaire will inform the development of a Data

Equity Toolkit for implementation in our network. The Toolkit has two main focuses:

- **Defining data equity and why it matters**—explaining what it means, and how equitable data practices can enhance programs, measure impact, and strengthen the case for greater investment.
- **Supporting implementation and providing practical tools and guidance**—including a core data questionnaire, principles for equitable data collection, best practices for outreach and worker input, and examples of how LMTPs can use data to drive more inclusive and equitable outcomes.

At a time when diversity, equity and inclusion (DEI) efforts face growing opposition and public services like Medicaid are facing devastating cuts, 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. How LMTPs utilize data holds significant potential to create real progress: improving job quality, reducing occupational segregation, and building a genuinely equitable workforce.

## FROM VISION TO ACTION: BUILDING EQUITY IN HEALTHCARE THROUGH LMTPs

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

This fall, a consulting team engaged by H-CAP from the University of Illinois Chicago Center for Urban Economic Development spoke with 23 union members who participated in programs offered by 12 healthcare labor-management training partnerships across the country. The purpose of these conversations was to understand how workers interact with the program offerings of LMTPs and to collect data that could help guide future efforts to promote equity and enhance job quality for frontline healthcare workers.

The UIC team found widespread agreement among workers that LMTP programs, including subsidized training and various forms of wraparound support, were highly

valuable. Many highlighted the convenience and worker-focused approach of LMTP programs and recognized the essential role these programs played in helping them advance their careers, achieve greater financial security, and provide higher quality care.

To expand the impact of LMTP programs, workers emphasized the importance of increasing available slots in high-value training and certification programs, supporting the development of foundational skills that could help level the playing field for participants from diverse personal and educational backgrounds, and further promoting awareness of LMTP programs across different geographic areas and worker demographics. A more detailed brief will be available in early 2026, and we look forward to sharing the findings with our network and incorporating the data into program design efforts.



## REGISTERED APPRENTICESHIP

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

Throughout 2025, H-CAP served as a national leader in developing infrastructure for high-quality healthcare apprenticeships, driving momentum for Registered Apprenticeship across the country as a workforce development tool. This year, we reached milestones that highlight the significant growth potential in healthcare apprenticeships:

- Successfully concluded the second round of the USDOL Registered Apprenticeship Industry Intermediary contract, meeting or exceeding all deliverables in registrations, outreach, and technical assistance.
- Ended the year with 27 National Program Standards and 5 National Guideline Standards, demonstrating H-CAP's national leadership in developing high-quality, scalable apprenticeship models.
- H-CAP developed 5 new national standards: Bio-Medical Technician, Physical Therapist Assistant, Medical Lab Tech, Massage Therapist, and Dental Assistant.
- Strengthened partnerships with employers, LMTPs, community colleges, and national associations to expand RA across both traditional and emerging healthcare occupations.
- Expanded access and equity by engaging rural, youth, and underrepresented populations—piloting innovative models such as multilingual learning supports and engaging HBCUs and TCUs.
- Advanced systems-level change through collaboration with accreditation and licensing bodies to embed RA pathways in regulated healthcare roles, such as Respiratory Therapist and Surgical Technologist.
- Delivered national mentor training, workshops, and webinars that built employer capacity and shared best practices across the apprenticeship ecosystem.
- In California, continued partnership with The James Irvine Foundation, supporting LMTP and community partners in launching and scaling programs for established roles and emerging occupations, such as Dental Assistant and Wellness Coach.
- Reinforced H-CAP's position as a national leader in healthcare apprenticeship—creating sustainable, equity-centered pathways that bridge education and employment.

APPRENTICESHIP

# By The Numbers\*

## \$381,000

dollars allocated in total  
for apprenticeships

## 27

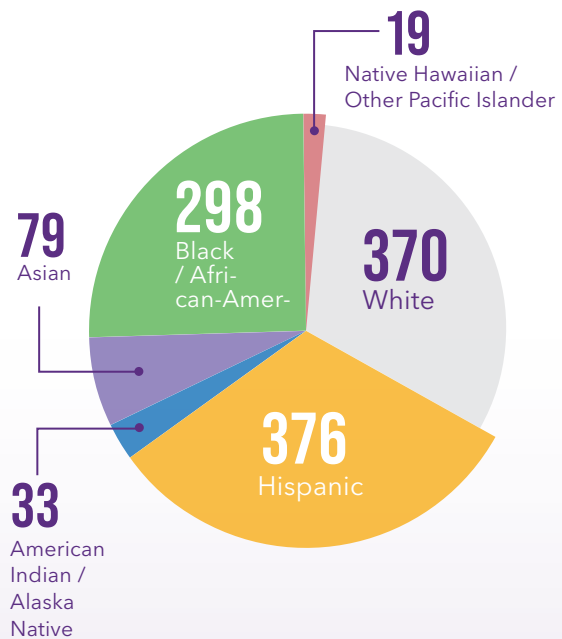
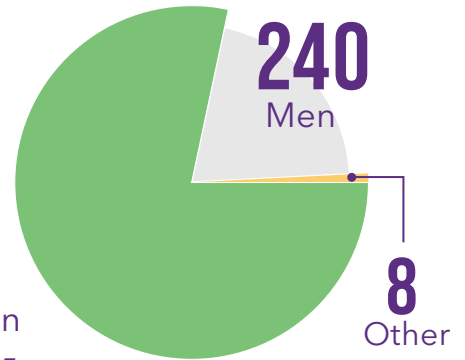
national program stan-  
dards attained

## 13

where labor and industry  
partners were engaged and  
funding was provided

## 927

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



## 805

BIPOC appren-  
tices were reported  
in OY4 – **2x more**  
than their white  
counterparts.

\* Data collected from OY4 (October 2024 – September 2025)

## MILESTONE: COMPLETING OUR USDOL CONTRACT

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This year marked a significant milestone for H-CAP as we successfully completed our second four-year USDOL Registered Apprenticeship (RA) Industry Intermediary contract, meeting or exceeding all deliverables. During this period, H-CAP registered over 5,000 apprentices and engaged more than 3,000 partners and stakeholders nationwide. H-CAP also provided over \$1 million in incentive funding to labor-management training partnerships, unions, and employers.

As both an Industry Intermediary and Apprenticeship Ambassador, H-CAP showcased the power of partnership and innovation in expanding equitable workforce pathways. By serving as a national program sponsor, we removed administrative barriers for employers and sped up adoption across large systems and smaller community-based providers. We also promoted systems change by working with accreditation and regulatory bodies to incorporate RA into credentialing standards, opening new pathways in licensed and emerging occupations.

Through this work, H-CAP not only fulfilled every commitment but also strengthened the national RA infrastructure for future intermediaries. Serving as an Industry Intermediary and Apprenticeship Ambassador amplified our voice in the field, enabling us to share success stories, build peer networks, and influence national conversations about healthcare workforce development—transforming apprenticeship from a rare practice into a recognized workforce strategy across the healthcare industry.

**5000+**  
apprentices registered

**3000+**  
partners and stakeholders  
nationwide

**\$1,000,000+**  
incentive funding for labor-management training



## SUCCESS STORY: LANAE SEAWORTH



“

Before entering the Peer Apprentice Program, I struggled to connect with clients and understand how to help them overcome the challenges of homelessness. I didn't yet have the tools to effectively communicate or fully grasp where they were coming from," Lanae explains. "Now, I'm more empathetic and understanding. I've learned how to actively listen and meet participants where they are."

LANAE SEAWORTH

Lanae Seaworth learned about the Peer Mentorship apprenticeship program while working as a case manager at Valeo Vocation in Tacoma, Washington. With eight years of experience in the mental health field and three years as a case manager helping individuals experiencing homelessness, she realized that earning her Peer Certification could change how she connected with the people in her care.

The program exceeded her expectations. Through Olympic College, Lanae earned college credits that could contribute toward her long-term educational goals. "These credits could contribute toward my goal of furthering my education, with the possibility of becoming a Substance Use Disorder Counselor. However, I'm still considering whether that is the path I want to pursue," Lanae reflected.

Having personally navigated mental health challenges, addiction, domestic violence, and homelessness herself, Lanae has been sober for 13 years. Her life experiences gave her unique insight into clients' struggles, but she knew an apprenticeship would provide the training necessary to be more effective.

The Peer Mentorship Apprentice Program changed everything. Lanae completed her coursework in May 2025, including 250 hours of instruction and practice, and college credit. More than that, she gained a supportive community of classmates that continues today.

"Before entering the Peer Apprentice Program, I struggled to connect with clients and understand how to help them overcome the challenges of homelessness. I didn't yet have the tools to effectively communicate or fully grasp where they were coming from," Lanae explains. "Now, I'm more empathetic and understanding. I've learned how to actively listen and meet participants where they are."

The change has been clear in her daily work. "I'm able to communicate in a way that makes them feel heard and validated, and I've built stronger rapport with them. Trust is built through how I engage with them and how I speak to their needs."

The benefits of the apprenticeship program have extended beyond Lanae's individual practice. "When I joined Valeo, they were working to expand their approach by having case managers and peer counselors working in tandem to better support our participants. Earning my Peer Certification has allowed me to shift into a more peer-centered role, meeting clients where they are. This transition has created stronger connections between staff and participants."

The result is a more comprehensive support system. "People feel more comfortable and trusting, knowing that no matter their need, there's someone who can assist. There is now a broader support network in place, where participants are supported not only by a case manager but also by a peer support specialist and a career coach."

Looking ahead, Lanae is considering whether to pursue further education to become a Substance Use Disorder Counselor. But regardless of the specific path, she's clear about her mission: "Ultimately, the goal is to help others in a healthy, supportive way."

## CARE ECONOMY IMPACT STUDY

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*This project is made possible in part through the generous support of the Ford Foundation.*

This summer, H-CAP launched an exciting joint evaluation of Labor-Management Training Partnerships (LMTPs) across the care economy in partnership with our sibling organization, the SEIU Education and Support Fund. This effort marks a significant step toward building a strong, data-driven case for the sector-wide benefits of LMTPs—an innovative model that enhances job quality, supports career advancement, and improves the quality of care.

LMTPs have demonstrated great success as a model for centering workers and communities while addressing industry needs, and interest in them is rapidly growing. Yet, a comprehensive, rigorous evidence base is crucial to support widespread growth at local, state, and national levels. This evaluation will help address that need, providing the insights necessary to advance the model and strengthen the systems that support care workers and employers alike.



Following a competitive RFP process, H-CAP and ESF selected Social Policy Research Associates (SPRA) and the High Road Alliance (HRA) as evaluation partners. Together, they bring deep methodological expertise—spanning quantitative, qualitative, and participatory approaches—along with a strong track record in workforce development and evaluation. H-CAP and ESF are contributing extensive field knowledge, trusted relationships across LMTPs, and a clear vision for translating findings into policy and practice.

The evaluation will use a collaborative, co-design process that ensures workers, employers, and practitioners all inform the research. This approach will help guarantee that the study addresses the field's most pressing learning needs, employs transparent and rigorous methods, and generates findings that can drive meaningful, systemic change.



The final mixed-methods report—slated for release at the end of 2026—will offer valuable evidence to guide future investments, inform policy, and support the continued growth of LMTPs as a powerful strategy for strengthening the care economy.



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HEALTHCARE CAREER  
ADVANCEMENT PROGRAM