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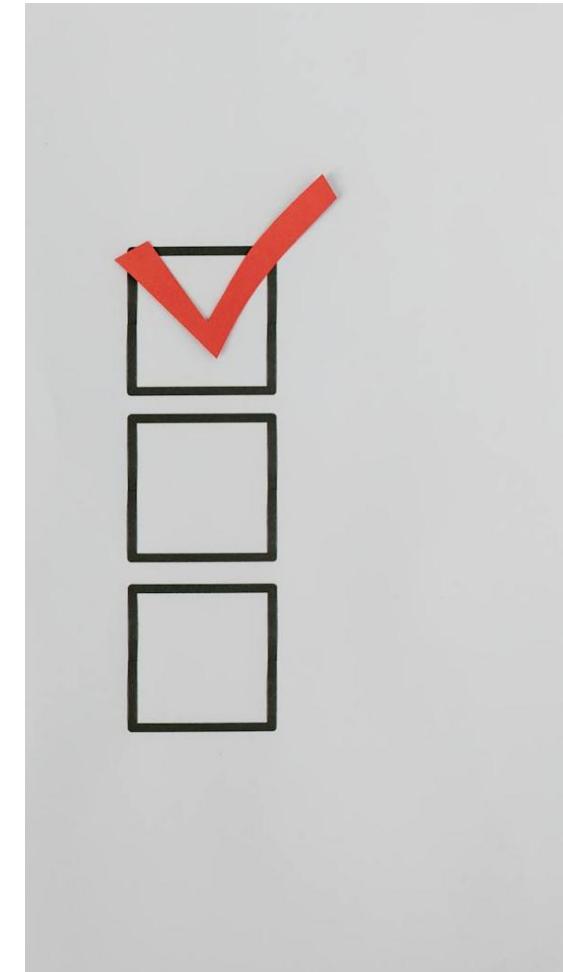
Tackling the Care Workforce Challenge: Practical Opportunities for Workforce Development Leaders

Amanda Bergson-Shilcock
November 18, 2025



Today's agenda

- Welcome and overview
- Conversation with panelists
- Q&A



We thank our Care Workforce Advisory Council for their insight in developing these ideas

➤ View the [full report](#)



<https://nationalskillscoalition.org/resource/publications/making-care-jobs-good-jobs/>



Care Workforce Advisory Council members

- Helen Adeosun, CEO and Founder of CareAcademy
- Teresa Bello, Pre-K Teacher at PS 185, United Federation of Teachers
- Lelaine Bigelow, Executive Director of the Georgetown Center on Poverty and Inequality
- Daniel Bustillo, Deputy Executive Director for 1199SEIU Training and Employment Funds
- Tracey Carey, Executive Director of Midwest Urban Strategies
- Kate Connor, Professor at Harry S Truman College (City Colleges of Chicago)
- Kevin Coughlin, Policy Initiatives Advisor at the Wisconsin Department of Health Services
- Corinne Eldridge, President and CEO of Center for Caregiver Advancement
- Pronita Gupta, Senior Fellow at The Workshop Project (Economic Opportunity Funders)
- Mary Harrill, Senior Director for Higher Education at the National Association for the Education of Young Children

Continued...



Care Workforce Advisory Council members (*continued*)

- Nicole Howell, Director of Direct Care Workforce Development at the National Council on Aging
- Nicole Jorwic, Chief Program Officer at Caring Across Generations
- Michelle Rafferty, Chief Program Officer at National Fund for Workforce Solutions
- Kezia Scales, Vice President of Research and Evaluation at PHI
- Adrienne Smith, President and CEO of New Mexico Caregivers Coalition
- Kevin Smith, CEO of Best of Care, Inc
- Nicole Sohn, Co-Founder of Journey Discovery Center
- Robyn Stone, Senior Vice President of Research at LeadingAge
- Van Ton-Quinlivan, CEO of Futuro Health

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Who are care workers?





Care workforce demographics

	Direct care workers	Early childhood education and care workers
Women	85%	94%
People of color	64%	49%
Below poverty line	13%	13%
Receiving public assistance	49%	43%

Sources: PHI Workforce Data Center, national data. www.phinational.org/policy-research/workforce-data-center and Brooke LePage, "The Child Care and Early Learning Workforce Is Underpaid and Women are Paying the Price," National Women's Law Center, May 2023, <https://nwlc.org/wp-content/uploads/2023/05/child-care-workers-5.25.23v3.pdf>



**Why is now
the right time
for workforce
leaders to join
the care work
conversation?**





**What practices can
workforce leaders
implement?**



Workforce leaders can implement these recommended practices

- Ensure that care workers are directly informing workforce strategy and policy
- Convene partners to facilitate collaboration and improve pathways into care jobs
- Analyze existing data to better understand how care workforce issues currently show up in your organization or agency
- Engage with state agency leaders in the care sector
- Gather input from care workers about how technology is shaping their training and employment experiences

More details in the full report: [Making Care Jobs Good Jobs](#).



**What policies
should workforce
leaders help to
advocate for?**



Workforce leaders can advocate for these recommended public policies

- Advocate for increased reimbursement rates for care workers
- Support the modernization of training requirements and credentials for care workers
- Use states' efforts to establish credential quality frameworks to draw attention to care workforce wages
- Encourage the creation of new on-ramps into the care workforce field for potential workers

Continued...



Recommended policies (continued)

- Use discretionary funds to thoughtfully incentivize employers to strengthen care job quality
- Take advantage of flexibility in federal funding to run demonstration projects to improve workers' economic stability
- Participate in research that documents the ROI of care workforce strategies

More details in the full report: [Making Care Jobs Good Jobs](#).



Let's dive into the conversation...

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