



Santa Cruz County Health Workforce Council: 2023 Workforce Report and Recommendations

Prepared for

the County of Santa Cruz Human Services Department

By

The Health Improvement Partnership (HIP) of Santa Cruz County

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Introduction

The Health Improvement Partnership of Santa Cruz County (HIP) conducted an intensive three-month listening tour in 2022 during which six workforce tracks were identified by the 21 organizations that participated in the listening tour: behavioral health and health social workers, nurses, medical



assistants, community health workers, physicians including pediatricians and family medicine, and technicians in phlebotomy, radiology/mammography, and surgery. Building from the topics outlined in the report [*Health Workforce Listening Tour in Santa Cruz County: Findings and Recommendations for the Santa Cruz County Health Workforce Council*](#), HIP launched the Santa Cruz County Health Workforce Council (HWC) in June 2022. The ongoing mission and work of the HWC is to increase opportunities for Santa Cruz County residents to advance in health professions, promoting high-quality jobs or entry-level work with clearly defined pathways to advancement, and to align and expand education and training through pipeline programs, work-based learning, and continued professional development to increase skills and opportunity for those at the lower end of the labor market while expanding health career pathways for priority populations, individuals with barriers to employment, and under-represented workers.

BW Research 2022 State of the Workforce and Healthcare Changes and Challenges

Additionally, BW Research was commissioned by the Santa Cruz County Workforce Development Board to produce the [*2022 Santa Cruz County State of the Workforce Report*](#) in May 2022. In response to this report, HIP invited BW Research to present its findings at HIP's Annual Community Forum and the Santa Cruz County Health Workforce Council meeting in September 2022. Below is a recap of BW Research 2022 State of the Workforce and Healthcare Changes and Challenges presentation.



Key Findings: The Santa Cruz County labor market is shrinking

Labor Force Participation Rate (LFPR) declined pre-pandemic due to the following factors: demographic composition, educational attainment, immigration and net migration, and culture and barriers to work. The pandemic accelerated the LFPR decline with 6,400 fewer workers in December 2021 than in December 2019 and a net migration of -4,600 people between July 2019 and July 2021.

Key Considerations: What is changing and what is recovering

People are not returning to the office like they were pre-pandemic; what impact does this have on the demand for office space in Santa Cruz County and are there opportunities for more satellite offices in the county? People are not spending as much time shopping and at retail establishments; what impact does this have on the demand for retail space in Santa Cruz County and are there opportunities for more workforce housing in the county?

Healthcare Findings: Changes in healthcare

Disruption in healthcare was amplified during the pandemic. Healthcare is a large part of the Santa Cruz County Workforce (14% of jobs) and healthcare employment grew 26.5% between 2010 and 2020 (compared to the overall economy by 3.2%). There has been high turnover in healthcare in Santa Cruz County and the country; nationally, 18% of healthcare workers quit and 12% were laid off. These workers are challenging to replace and because of health certifications, few non-healthcare jobs are well-positioned to transition into the industry.

Healthcare Workforce Recommendations: Next steps

1. Increase residents' employment activity by engaging the unemployed, underemployed, and disengaged workers. This will require support services that remove barriers such as childcare, transportation, and housing and rely on community-based organizations and other local organizations for outreach to re-engage workers.
2. Attract workers to healthcare opportunities through career pathways and higher wage opportunities. Younger workers are looking for jobs with a future and upward mobility, higher wages, minimal requirements, and shorter timelines to complete their education.
3. Expand healthcare initiatives that upskill existing workers and prepare them for increasingly technical roles. Healthcare employment will continue to see churn, with new types of jobs and skills required for current positions, for example, integrated data systems, remote monitoring, and new technologies will continue to grow in healthcare.
4. Support affordable housing options near Santa Cruz County's work and transit hub.



Workers are leaving because they're getting priced out and the cost of living in the county is high.

5. Bolster efforts targeting younger, lower educational attainment, diverse adult residents in South Santa Cruz County, that receive fewer economic opportunities to increase educational attainment and provide early (middle and high school) exposure to a range of healthcare careers, for example, provide employment opportunities via "Earn and Learn" models such as pre-apprenticeships, internships, and hybrid instructional programs.



Executive Summary

Since 2022, HIP has convened the Santa Cruz County Health Workforce Council (HWC) quarterly and four to six workgroups monthly with its partners to advance solutions and promote the identified workforce tracks. The goal of the HWC workgroups is to prioritize workers' voices and incorporate local healthcare professionals' expertise into the council deliverables.

Each workgroup meets monthly and includes a representation of workers within the identified workforce tracks, including employed nurses, physicians, medical assistants, community health workers, behavioral health staff, health faculty, and students.

This report is compiled with input from the [Centers for Excellence for Labor Market Research](#), a leading source of labor market research for California Community Colleges, HIP staff, and workgroup participants, identifying the following: gap analysis between supply and demand, training inventory, and recommendations for solutions to elevate each workforce track within the community and to establish best practices that cultivate an increase in the health workforce in the region. Our analysis for the Santa Cruz-Monterey sub-region found that radiologic technologists and technicians have only a gap of three; the demand is 18 total annual openings and the three-year average supply is 15 graduates from Cabrillo College's Radiologic Technology program. Our analysis for the Santa Cruz-Monterey sub-region found that there is an oversupply of 23 phlebotomists; the demand is 16 total annual openings and the three-year average supply is 30 graduates from Central Coast College's Phlebotomy Technician program and nine graduates from Cabrillo College's Phlebotomy Technician program. Considering these data points, the report focuses on recommendations for surgical technologists, for which there



is a gap/undersupply of 18 surgical technologist graduates annually in the Santa Cruz - Monterey sub-region.

Health Workforce Tracks Gap Analysis and Recommendations

This report provides a gap analysis between the training available (supply) and the needs of employers (demand), an inventory of available training, and recommendations for solutions from the Santa Cruz County Health Workforce Council workgroups for each workforce track. Supply is tracked by the average number of graduates in training programs over the three-year period of 2018-19 - 2020-21 from 1) community college program awards: community college data was compiled using the California Community Colleges Chancellor's Office [MIS Data Mart](#)¹ program award queries and 2) other postsecondary program awards: program and completion data for four-year colleges and technical/proprietary institutions were compiled using the [Integrated Postsecondary Education Data System \(IPEDS\)](#)². IPEDS gathers information from every college, university, and technical and vocational institution that participates in the federal student financial aid programs.

This report looks at the Santa Cruz-Monterey subregion-wide number of awards. When comparing completion to the labor market demand, it is important to look regionally at the number of awards and consider how many awards students are receiving at the neighboring colleges and other postsecondary institutions. Because people look for work in larger geographic areas than the community college service boundaries, it is important to consider both labor market demand and supply measures on county and regional levels.

This report does not address the quality and depth of programs by each institution. Community college programs with an identical Taxonomy of Program (TOP) code may vary significantly in

¹ Data Mart Limitations: Data is provided as yearly snapshots, rather than following a cohort of students over time; Data on some local low-unit certificate programs may be missing if districts do not voluntarily report that data to the Chancellor's Office; Program award data is based on the number of awards given, rather than the number of students who received awards, which impacts estimates of the supply of qualified workers; All information is based on single Taxonomy of Program (TOP) code, which may not align directly with college programs or across colleges.

² IPEDS Limitations: Program completion data is not complete, likely related to reporting errors and compliance issues; Education programs that do not participate in federal student aid programs are not included in the database; Program completion data are reported by Classification of instructional Program (CIP) codes, not the codes used by California community colleges (TOP codes).



terms of the composition of included courses and depth of instruction. When looking at the number of completers, it is important to note the differences in the duration of certificate programs. Students who complete an introductory course and receive a certificate of < six-semester units might be prepared for basic entry-level jobs. Whereas, students who hold a certificate with 30 or more semester units in the same TOP code might compete for higher-wage employment. Comparing completion across a variety of educational institutions is even more problematic as it is often unclear what student learning outcomes postsecondary proprietary training providers are teaching towards and whether these programs are meeting employer requirements. Additionally, because private and four-year colleges use Classification of Instructional Program (CIP) codes instead of TOP codes, the TOP-CIP crosswalk was utilized to determine which programs align with community college offerings. The crosswalk is imperfect because CIP codes are more detailed and nuanced than TOP codes.

Looking at completion numbers alone does not provide accurate counts of qualified workers. Often, colleges look at graduation numbers to determine the supply of potential workers. However, this might underestimate or overestimate the number of qualified individuals. For example, community college students must petition to receive an award once they meet the requirements, and some do not complete this final step. Students may not get a job in their field of study or move out of the region to find work. In addition, skills-builder students who pass community college career and technical education courses frequently go on to secure significant wage gains, even if they do not complete a program. Completion numbers also do not account for differences in educational preferences or unique skills that program graduates possess (for example, being bilingual). In addition to trained workers, the labor market supply includes individuals that are currently underemployed or unemployed who would compete for the same jobs as program graduates.

Due to the COVID-19 pandemic emerging in early 2020, it is important to note that several training programs may have experienced an enrollment decline, and opportunities to provide hands-on training and clinical placements were hindered as well as increased job loss and lower demand in some healthcare professions.

San Francisco Bay Center of Excellence for Labor Market Research Data Qualifications Statement

This workforce report uses occupational projections data from Economic Modeling Specialists Inc. (EMSI) for the five-year period of 2020- 2025. These projections were developed before



the economic impact of COVID-19 and therefore should be used with this in mind. The Bay Region economy and occupational demand for healthcare occupations have largely returned to pre-pandemic levels at the time of this report being issued (June 2023), so these projections may be a close reflection of actual demand. However, it is always best to use occupational projections data as a starting point for dialogue and consultation with local employers to better understand their current employment needs.

This report also contains data reported by community colleges (for the three-year academic period of 2018-19 through 2020-21) and by other education training programs (for 2017-18 through 2019-20) for the number of program awards issued to students for specific healthcare programs. These program awards represent the number of certificates and degrees awarded to students in the programs highlighted in the report. These awards are a proxy for the number of students who are qualified for employment in occupations that align with the program of study. However, it is important to note that some community college students may not complete the paperwork required to be issued an award by their college, and therefore the supply of qualified students may be undercounted. Also, there are always current workers who may fill open positions in the labor market, and the “supply data” in this report does not capture these workers who leave their current job to fill a position. Therefore, it is recommended that the program awards data in this report be used as a starting point for dialogue and consultation with local employers to better understand if their employment needs are being met.

Track 1: Behavioral Health and Health Social Workers

Gap Analysis

The combined (current) average annual job openings for three related occupations 1) substance abuse, behavioral disorder, and mental health counselors, 2) mental health and substance abuse social workers, and 3) clinical, counseling, and school psychologist are 170 (average over the 2020-2025 period) in the Santa Cruz-Monterey sub-region. The current average annual supply of trained graduates from master-level educational training programs that prepare students for these three occupations is 63 (average over the three-year period of 2018-19 - 2020-21). When comparing annual demand to annual supply, there is a gap or undersupply of 107 master-level graduates annually in the sub-region.



Occupational Demand Dashboard

Occupation: Substance Abuse, Behavioral Disorder, and Mental Health Counselors

Region: Santa Cruz-Monterey

Skill Level: Above Middle Skill

California Community Colleges Chancellor's Office (CCCCO) Sector: Health

California Department of Education (CDE) Sector: Health Science and Medical Technology

Standard Occupational Classification (SOC): 21-1018

Annual Job Openings: 112

2020-2025: 560

% Change 2020-2025: 15%

25th Percentile Hourly Earnings: \$19.79

Median Hourly Earnings: \$23.02

Occupation: Mental Health and Substance Abuse Social Workers

Region: Santa Cruz-Monterey

Skill Level: Above Middle Skill

California Community Colleges Chancellor's Office (CCCCO) Sector: Health

California Department of Education (CDE) Sector: Health Science and Medical Technology

Standard Occupational Classification (SOC): 21-1023

Annual Job Openings: 32

2020-2025: 158

% Change 2020-2025: 14%

25th Percentile Hourly Earnings: \$21.51

Median Hourly Earnings: \$29.66

Occupation: Clinical, Counseling, and School Psychologist

Region: Santa Cruz-Monterey

Skill Level: Above Middle Skill

California Community Colleges Chancellor's Office (CCCCO) Sector: Education & Human Development

California Department of Education (CDE) Sector: Education, Child Development

Standard Occupational Classification (SOC): 19-3031



Annual Job Openings: 26

2020-2025: 131

% Change 2020-2025: 6%

25th Percentile Hourly Earnings: \$25.30

Median Hourly Earnings: \$43.95

Data sources:

Emsi Burning Glass. (2021). Hourly earnings and projected demand by occupation [Data files]. Emsi Burning Glass at www.economicmodeling.com.

Insight Center. (2021). Family Needs Calculator [Data files]. <https://insightcced.org/family-needs-calculator/>.

Other Education Training Programs

Classification of Instructional Program (CIP) Code - Title	2017-18	2018-19	2019-20	Latest 3 Yr Avg
44.0701 - Social Work				
California State University-Monterey Bay				
Master's Degree	49	44	42	45
California State University-Monterey Bay Total	49	44	42	45
Grand Total	49	44	42	45

Classification of Instructional Program (CIP) Code - Title	2017-18	2018-19	2019-20	Latest 3 Yr Avg
42.2805 - School Psychology				
California State University-Monterey Bay				
Master's Degree	-	12	14	9



California State University-Monterey Bay Total	-	12	14	9
Grand Total	-	12	14	9

Classification of Instructional Program (CIP) Code - Title	2017-18	2018-19	2019-20	Latest 3 Yr Avg
42.0101 - Psychology, General				
University of California-Santa Cruz				
Master's Degree	16	8	4	9
University of California-Santa Cruz Total	16	8	4	9
Grand Total	16	8	4	9

Data sources:

Community College Program Awards: <https://datamart.cccco.edu/>

Other Postsecondary Program Awards: <https://nces.ed.gov/ipeds/use-the-data>

Recommendations for Solutions

Promote early youth outreach

This workgroup emphasized the importance of educating youth early across the county on the various types of behavioral health career pathways. This can be achieved by engaging with [Your Future Is Our Business \(YFIOB\)](#) programs and attending career expos and career panels hosted at high schools. HIP, YFIOB, and Cabrillo College will host a Health Careers Day on October 6, 2023, on the Cabrillo College campus, inviting healthcare organizations and high school students across the county to connect and engage in an expo-style health career day.

Develop a behavioral health career pathways course

To foster early youth outreach, this workgroup supported and encouraged the Santa Cruz County Office of Education (SCCOE) to survey students throughout the county to determine students' interest in a behavioral health career pathways course hosted through Career Technical Education (CTE) by a behavioral health professional (with a minimum of six years experience via a CTE Designated Subject Credential). In winter 2023, with feedback from the



workgroup, the SCCOE surveyed students to gauge interest in the course and received an encouraging amount of interest in developing a course. Currently, the SCCOE is reviewing the data and will be assessing the potential for a small fall pilot course in either fall 2023 or fall 2024.

Streamline support for associate-level providers via Motivo

[Motivo](#) is a virtual clinical supervision platform that provides employers with the necessary clinical supervision for pre-licensed clinicians. Motivo partners with many different types of behavioral health employers to free up internal resources. The service assigns each employer partner to a dedicated Care Team that ensures associates are matched with the best supervisors for the organization, helps train supervisors on the organization's internal processes, and remains in close contact with the employer to make sure they have everything needed to serve clients and employees. To aid in organizational costs, a regional employer commitment is being pursued, making it more affordable for employers to support associate-level providers in obtaining their licensing. The proposal was presented at the Integrated Behavioral Health Action Coalition (IBHAC) in early March 2023, and key stakeholders were invited to weigh in and provide feedback in April 2023. In June 2023, Motivo confirmed they will honor the discounted rates and move forward with contracting the local organizations that have expressed interest in joining the regional collaborative proposal.

Apply for funding for work-based learning stipends

In July 2022, HIP applied to fund post-undergraduate fellowships at partner organizations within the behavioral health and health social work workgroup (Encompass Community Services, Janus of Santa Cruz, and Santa Cruz Community Health Centers) via the [Department of Health Care Access and Information Health Professions Pathways Program](#) (HPPP) grant. HPPP is designed to recruit and support students from underrepresented regions and backgrounds to pursue health careers. Unfortunately, funding was not awarded; however, the collaborative effort to apply for grant opportunities to develop and implement health professions pathways programs that include pipeline programs, summer internships, and post-undergraduate fellowships across organizations will continue as opportunities arise. The workgroup is currently discussing supporting an application this fall 2023 with UC Santa Cruz and/or Cabrillo College as the applicant.

Combining behavioral health workgroup with the Integrated Behavioral Health Action Coalition



Continuing collaboration among behavioral health training programs, licensed therapists and social workers, and employers hiring via HIP's [Integrated Behavioral Health Action Coalition \(IBHAC\)](#) will benefit the community and assist with streamlining processes and increasing partner engagement and communication to support this workforce. The recommendation is to combine the workgroup with quarterly IBHAC convenings and invite IBHAC attendees to join a monthly workforce sub-committee. The monthly workforce sub-committee will be facilitated by a healthcare champion and co-facilitated by HIP staff for the next three years (2023-2026).

Track 2: Registered Nurse

Gap Analysis

The current average annual job openings for licensed vocational nurses (LVN) and registered nurses (RN) is 385 (average over the 2020-2025 period) in the Santa Cruz-Monterey sub-region. The current average annual supply of trained graduates from LVN and RN programs at community colleges and other educational training programs is 263 (average over the three-year period of 2018-19 - 2020-21). When comparing annual demand to annual supply, there is a gap or undersupply of 122 LVN and RN graduates annually in the sub-region.

Occupational Demand Dashboard

Occupation: Registered Nurse

Region: Santa Cruz-Monterey

Skill Level: Middle Skill

California Community Colleges Chancellor's Office (CCCCO) Sector: Health

California Department of Education (CDE) Sector: Health Science and Medical Technology

Standard Occupational Classification (SOC): 29-1141

Annual Job Openings: 295

2020-2025: 1,476

% Change 2020-2025: 6%

25th Percentile Hourly Earnings: \$49.28

Median Hourly Earnings: \$64.92

Occupation: Licensed Practical and Licensed Vocational Nurses

Region: Santa Cruz-Monterey



Skill Level: Middle Skill

California Community Colleges Chancellor's Office (CCCCO) Sector: Health

California Department of Education (CDE) Sector: Health Science and Medical Technology

Standard Occupational Classification (SOC): 29-2061

Annual Job Openings: 90

2020-2025: 450

% Change 2020-2025: 9%

25th Percentile Hourly Earnings: \$25.15

Median Hourly Earnings: \$29.61

Data sources:

Emsi Burning Glass. (2021). Hourly earnings and projected demand by occupation [Data files]. Emsi Burning Glass at www.economicmodeling.com.

Insight Center. (2021). Family Needs Calculator [Data files]. <https://insightcced.org/family-needs-calculator/>.

Community College Training Programs

Taxonomy of Program (TOP6) - Program Title	2017-18	2018-19	2019-20	Latest 3 Yr Avg
123010 - Registered Nursing				
Cabrillo				
Associate Degree	62	69	68	66
Hartnell				
Associate Degree	43	44	38	42
Monterey				
Associate Degree	32	30	30	31
123010 - Registered Nursing Total	137	143	136	139
123020 - Licensed Vocational Nursing				
Hartnell				



Associate Degree	-	-	26	9
Certificate 60+ semester units	25	52	56	44
123020 - Licensed Vocational Nursing Total	25	52	82	53
Grand Total	162	195	218	192

Other Education Training Programs

Classification of Instructional Program (CIP) Code - Title	2017-18	2018-19	2019-20	Latest 3 Yr Avg
51.3801 - Registered Nursing/Registered Nurse				
California State University-Monterey Bay				
Bachelor's Degree	79	65	68	71
California State University-Monterey Bay Total	79	65	68	71
Grand Total	79	65	68	71

Data sources:

Community College Program Awards: <https://datamart.cccco.edu/>

Other Postsecondary Program Awards: <https://nces.ed.gov/ipeds/use-the-data>

Recommendations for Solutions

Host an event to foster the retention of healthcare workers

Frontline healthcare workers face a high risk of needing psychological support or intervention due to the COVID-19 pandemic as well as high rates of burnout pre- and post-pandemic.

Hosting an event with programming to care for the mental health and well-being of healthcare



professionals battling worsening rates of depression, anxiety, insomnia, suicidality, and distress can support the retention of nurses and other healthcare workers that includes a curriculum that addresses well-being by providing the healthcare worker access to information, skills, tools, and other supports to help prioritize, care for, and support their mental health and physical, emotional, and spiritual rejuvenation to better cope with the stresses of their work and connecting with their patients in more meaningful ways. Participants will leave with a renewed sense of purpose; tools that enable the processing of grief and the beginning of healing; and a sense of deep gratitude from the communities they serve. The following events could support nurse retention:

- [1440 Multiversity's Healing Our Healthcare Heroes program](#)
- [Health Improvement Partnership of Santa Cruz County's Annual Community Forum](#)

In partnership with 1440 Multiversity and Kaiser Permanente Northern California Fund for Health Education at the East Bay Community Foundation, a proposal to fund 50 nurses from HIP's member organizations to participate in the [Healing Our Healthcare Heroes](#) three-day retreat was submitted. The proposal was awarded and approximately 50 nurses and other healthcare staff are registered to attend the retreat in August 2023.

Conduct a listening session with the nursing workforce

Using human-centered design strategies, the workgroup recommends conducting an empathy interview listening session, convening the nursing workforce across Santa Cruz County. Empathy interviews use open-ended questions to elicit stories about specific experiences that help uncover unacknowledged needs. This process allows the interviewer to explore more deeply into the interviewee's stories than a more formal interview. From this listening session, additional nursing workforce challenges and recommendations specific to the nursing workforce would be identified and incorporated with workgroup projects, and requests/calls to action in board proclamations and educational advocacy.

Nursing workforce public proclamations and educational advocacy at the board of supervisor meetings

Keeping the nurse workforce's voices present across the county is important. With this in mind, a public proclamation on the state of the nursing workforce was submitted to the [Santa Cruz County Board of Supervisors](#) during National Nurses Week, May 6-12, 2023. The proclamation celebrates and recognizes nurses across all sectors of Santa Cruz County. The workgroup endorsed the proclamation that was presented at the Santa Cruz County Board of Supervisors



meeting and distributed among HIP's networks. The proclamation is available on HIP's workforce webpage: www.hipsc.org/workforce. The recommendation is to submit a public proclamation annually and develop an educational advocacy campaign to continue holding the county accountable and to inform plans and address issues in the nurse workforce. Educational advocacy may include, but is not limited to the following strategies:

- Individual meetings with the board of supervisors; meeting one-on-one with individual board members to share the goals of the Nurse Workgroup and current projects the workgroup is implementing (e.g., listening sessions, Healing Our Healthcare Heroes retreat)
- Hosting or participating at an event; sharing HIP's workforce reports and any additional findings, recommendations, and following steps.
- Study session; utilizing a nursing workforce report and championed by a member of the board who has an interest in helping implement solutions and/or create a roadmap to address the nurse workforce challenges across the county.

Nurses Financial Resources Guide

This guide is designed to support nursing students and nurses entering the workforce in Santa Cruz County by providing information on affordable housing resources, local scholarships, and loan repayment programs. The guide was distributed among HIP's networks and is available on HIP's workforce webpage: www.hipsc.org/workforce.

Implement Schwartz Rounds

[The Schwartz Center for Compassionate Healthcare](#) supports caregivers' mental health and well-being and is dedicated to building an engaged and resilient healthcare workforce prepared to deliver the most compassionate, patient-centered care possible. By joining the Schwartz Center Member Community, healthcare organizations invest in employee well-being. All staff gain access to programs, training, educational opportunities, and resources that help create and sustain a culture of compassion. The Schwartz Center's evidence-informed programs and resources have proven to be versatile, sustainable, and effective across diverse settings, including acute care and rehabilitation hospitals, outpatient clinics, cancer centers, Veterans Administration medical centers, organ procurement organizations, nursing homes, hospice providers, and health insurers.

The Schwartz Rounds program offers healthcare workers a regularly scheduled time during their fast-paced day to openly and honestly discuss the social and emotional issues they face



in caring for patients and families, to connect, and to find respite from the many stressors that challenge the healthcare workforce today. The program has been shown to enhance compassion, improve teamwork, and reduce caregiver stress and isolation. Schwartz Center Membership is available to healthcare organizations in the U.S., and the benefits of membership extend to all staff within the member organization. Locally, the Community Hospital of Monterey Peninsula (CHOMP) has a [healthcare membership](#) and implemented Schwartz Rounds before the COVID-19 pandemic. They reported high staff engagement and attendance at Schwartz Round sessions; CHOMP continues to implement Schwartz Rounds to date.

Continued nurse workgroup meetings

Continuing collaboration among nursing training programs, nurses, and employers hiring nurses via HIP's workgroup benefits the community and assists with streamlining processes and increasing partner communication to support the nurse workforce. The recommendation is to continue monthly workgroup meetings with a healthcare champion, co-facilitated by HIP staff for the next three years (2023-2026), and explore the following topics: pipeline development, early youth outreach and education, pre-licensure programs, educational support services, and engaging nurses in medical assisting and certified nursing assistant programs (e.g., as guest speakers, advisory committees).

Track 3: Medical Assistant

Gap Analysis

The current average annual job openings for medical assistants is 231 (average over the 2020-2025 period) in the Santa Cruz-Monterey sub-region. The current average annual supply of trained graduates from medical assistant programs at community colleges and other educational training programs is 267 (average over the three-year period of 2018-19 - 2020-21). When comparing annual demand to annual supply, there is an oversupply of 36 medical assistant graduates annually in the sub-region.

Occupational Demand Dashboard

Occupation: Medical Assistant

Region: Santa Cruz-Monterey



Skill Level: Middle Skill

California Community Colleges Chancellor's Office (CCCCO) Sector: Health

California Department of Education (CDE) Sector: Health Science and Medical Technology

Standard Occupational Classification (SOC): 31-9092

Annual Job Openings: 231

2020-2025: 1,155

% Change 2020-2025: 6%

25th Percentile Hourly Earnings: \$16.58

Median Hourly Earnings: \$20.91

Data sources:

Emsi Burning Glass. (2021). Hourly earnings and projected demand by occupation [Data files]. Emsi Burning Glass at www.economicmodeling.com.

Insight Center. (2021). Family Needs Calculator [Data files]. <https://insightcced.org/family-needs-calculator/>.

Community College Training Programs

Taxonomy of Program (TOP6) - Program Title	2017-18	2018-19	2019-20	Latest 3 Yr Avg
1208000 - Medical Assisting				
Cabrillo				
Associate Degree	18	22	13	18
Certificate 30 < 60-semester units	45	53	41	46
Certificate 6 < 18 semester units	9	17	3	10
Monterey				
Associate Degree	7	8	7	7
Certificate 30 < 60 semester units	4	5	8	6



1208000 - Medical Assisting Total	83	105	72	87
Grand Total	83	105	72	87

Other Education Training Programs

Classification of Instructional Program (CIP) Code - Title	2017-18	2018-19	2019-20	Latest 3 Yr Avg
51.0801 - Medical/Clinical Assistant				
Central Coast College				
Award <1 academic year	82	79	-	54
Central Coast College Total	82	79	100	87
CET-Salinas				
Postsecondary awards	20	72	33	42
CET-Salinas Total	20	72	33	42
CET-Soledad				
Postsecondary awards	55	-	-	18
CET-Soledad Total	55	-	-	18
CET-Watsonville				
Postsecondary awards	-	-	30	10
CET-Watsonville Total	-	-	30	10
Grand Total	157	151	63	157

Data sources:

Community College Program Awards: <https://datamart.cccco.edu/>

Other Postsecondary Program Awards: <https://nces.ed.gov/ipeds/use-the-data>



Program Title	2018-19	2019-20	2020-21	Latest 3 Yr Avg
Santa Cruz County Office of Education Career and Adult Learning Services - Medical Assisting Program				
Certificate - 10 months	25	23	20	23
Grand Total	25	23	20	23

Recommendations for Solutions

Medical Assistant Externship Best Practices Guide

This guide is designed to support employers hosting students in externships and provide best practice guidelines for employers. The guide aligns messages and guidance on implementing and supervising students in externships and includes, but is not limited to, the following: utilization of [myClinicalExchange](#), Canvas by Instructure, student focus groups, mock interviews, and sample externship templates. The guide was distributed among HIP's networks and is available on HIP's workforce webpage: www.hipscc.org/workforce.

Health Resources and Services Administration (HRSA) Health Workforce Connector

To streamline the recruitment process for medical assistants across the region, the recommendation is for employers to utilize a centralized online platform for posting medical assistant positions. The Health Resources and Services Administration (HRSA) created a Health Workforce Connector resource to connect skilled health professionals to communities in need. The site provides opportunities to search for thousands of employment and training opportunities in underserved communities across the nation: <https://connector.hrsa.gov/connector/>.

Advise the California Workforce Association medical assistant articulating career pathway

The California Workforce Association (CWA), in partnership with the Employment Development Department, conducted a scan of sector partnerships across the State of California. CWA and the North Central Coast region, which comprises Monterey, Santa Cruz, and San Benito counties, identified the career mapping process as a form of technical



assistance that would expand occupational opportunities and partnerships in the healthcare sector, specifically the medical assistant occupation. With input from HIP's Medical Assistant workgroup, CWA finalized and will share the career map with local workforce boards in Santa Cruz, Monterey, and San Benito to operationalize the career mapping process in their career centers and their communities. The map is also available on HIP's workforce webpage: www.hipscc.org/workforce.

Connect with healthcare leaders to revise medical assistant hiring practices

Having an externship hiring process helps guarantee the right talent is retained. A structured hiring process after completion of required clinical externship hours helps to improve facility processes and avoid additional cost and time loss by moving forward with medical assistants that have already been trained within the clinic or facility that needs a new hire. Additionally, this allows the creation of a database of eager and qualified candidates that can be accessed later if needed. Externship students are learning professional responsibilities and gaining hands-on experience specifically tailored to the facility or clinic they are assigned to. The recommendation is to write a letter to leadership at key healthcare organizations (e.g., Dignity Health and Sutter Health) expressing concerns about current barriers in the recruitment and hiring processes for medical assistants and providing solutions to streamline recruitment and hiring processes.

Support programming and advocate innovations to Cabrillo College's medical assisting program

Members of the workgroup can support Cabrillo College's medical assisting program by participating in mock interviews to prepare students for externships and jobs and joining the program's Career Education (CE) Advisory Committee to provide input and feedback on the program curriculum. Additionally, the workgroup can advocate for innovative changes to the program, which include, but are not limited to the following:

- Revising existing program clinical rotations to include first semester rotations; allowing students more time to gain work-based learning experience
- Development of a medical assisting facility on the Cabrillo College campus to serve the community by providing basic family practice services, such as vaccinations, ECG screenings, drug screenings, and strep tests); this facility could be modeled after the [Cabrillo College Dental Hygiene Clinic](#), which allows dental hygiene students to provide general and dental health assessment, oral cancer screening, periodontal health assessment, X-rays, dental examination, oral health instruction, nutritional



assessment, caries risk assessment, periodontal risk assessment, dental cleaning, sealants, and fluoride application to patients.

- Exploring the development of a medical assisting apprenticeship program; this could be modeled after [Monterey Peninsula College's Medical Assisting CLICK Apprenticeship Program](#)
- Supporting Cabrillo College with the [California Apprenticeship Initiative New and Innovative Grant Program \(CAI Program\)](#) planning grant application
- Marketing all of Cabrillo College [Allied Health](#) programs and [Community Health Worker](#) program to waitlisted students across these programs to better inform and educate students of the various program options at Cabrillo College

Continued medical assistant workgroup meetings

Continuing collaboration among medical assistant training programs and employers hiring medical assistants via HIP's workgroup will benefit the community and assist with streamlining processes and increasing partner engagement and communication to support the medical assistant workforce. The recommendation is to continue monthly workgroup meetings with a healthcare champion and co-facilitated by HIP staff for the next three years (2023-2026) and to revisit capturing the need for medical assistants across the county, specifically in Santa Cruz County.

Track 4: Community Health Workers/Promotores de Salud

Gap Analysis

The current average annual job openings for community health workers is 22 (average over the 2020-2025 period) in the Santa Cruz-Monterey sub-region. The current average annual supply of trained graduates from community health worker programs at community colleges is three (average over the three-year period of 2018-19 - 2020-21). When comparing annual demand to annual supply, there is a gap or undersupply of 19 community health worker graduates annually in the sub-region.

Occupational Demand Dashboard

Occupation: Community Health Worker

Region: Santa Cruz-Monterey



Skill Level: Middle Skill

California Community Colleges Chancellor's Office (CCCCO) Sector: Health

California Department of Education (CDE) Sector: Health Science and Medical Technology

Standard Occupational Classification (SOC): 21-1094

Annual Job Openings: 22

2020-2025: 110

% Change 2020-2025: 9%

25th Percentile Hourly Earnings: \$18.58

Median Hourly Earnings: \$20.94

Data sources:

Emsi Burning Glass. (2021). Hourly earnings and projected demand by occupation [Data files]. Emsi Burning Glass at www.economicmodeling.com.

Insight Center. (2021). Family Needs Calculator [Data files]. <https://insightcced.org/family-needs-calculator/>.

Community College Training Programs

Taxonomy of Program (TOP6) - Program Title	2017-18	2018-19	2019-20	Latest 3 Yr Avg
126100 - Community Health Care Worker				
Cabrillo				
Certificate 30 < 60 semester units	-	1	-	0
Certificate 16 < 30 semester units	-	-	8	3
Monterey				
Certificate 16 < 30 semester units	-	-	1	0
126100 - Community Health Care Worker Total	-	1	9	3



Grand Total	-	1	9	3
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Data sources:

Community College Program Awards: <https://datamart.cccco.edu/>

Other Postsecondary Program Awards: <https://nces.ed.gov/ipeds/use-the-data>

Other Education Training Programs

Program Title	2019-20	2020-21	2021-22	Latest 3 Yr Avg
Monterey County Workforce Development Board - Community Health Worker Program				
Certificate - 204 training hours	23	-	28	17
Grand Total	23	-	28	17

Recommendations for Solutions

Community Health Worker/Promotores Resource Guide

This guide is designed to support workforce partners in advocating for and awareness of community health worker and promotores (CHW/P) positions and providing the community with relevant information so that they make informed decisions about CHW/P career pathways and training options. The guide aligns messages and guidance on developing the CHW/P workforce in Santa Cruz and Monterey Counties and includes the following: job classifications, communities of practice, funding options, training options, reports, resources, and webinars.

The guide was distributed among HIP's networks and is available on HIP's workforce webpage: www.hipscc.org/workforce.

Community Health Worker/Promotores Career Pathway Flyer

This flyer is designed to inform prospective students and community health workers and promotores (CHW/P) about employment opportunities and affordable college training



programs in the Santa Cruz-Monterey counties. It helps serve as a blueprint for CHW/Ps to know what the job entails and what is required of them as they navigate the profession and the community. The flyer also accentuates the average hourly pay in the Santa Cruz-Monterey region as well as a word cloud that depicts the qualities of someone in this career. The flyers are provided in [English](#) and [Spanish](#), were distributed among HIP's networks, and are available on HIP's workforce webpage: www.hipscc.org/workforce.

Health Resources and Services Administration (HRSA) Health Workforce Connector

To streamline the recruitment process for community health workers and promotores (CHW/P) across the region, the recommendation is for employers to utilize a centralized online platform for posting CHW/P positions. The Health Resources and Services Administration (HRSA) created a Health Workforce Connector resource to connect skilled health professionals to communities in need. The site provides opportunities to search for thousands of employment and training opportunities in underserved communities across the nation:

<https://connector.hrsa.gov/connector/>.

Support the development of Cabrillo College's Community Health Worker Apprenticeship Program

In March 2023, Cabrillo College received an intent to be awarded [California Apprenticeship Initiative New and Innovative Grant Program \(CAI Program\)](#) \$120,000 Planning Grants funding by the Chancellor's Office Workforce and Economic Development Division for their Community Health Worker program. The CAI Program grants are intended to create new and innovative apprenticeship opportunities in priority and emerging industry sectors or areas in which apprenticeship training is not fully established or does not exist. Award funding will commence in July 2023. In conjunction with [Network Kinecton, LLC](#), this workgroup may serve as the planning grant advisory committee to support the development of the apprenticeship program.

Collaborate with UC Santa Cruz Global and Community B.A./B.S. on CHW certification

Cabrillo College is pursuing a partnership with UC Santa Cruz (UCSC) Global and Community Health program to incorporate Cabrillo College's CHW certificate into their program offerings; allowing UCSC students to earn a certificate while continuing their studies at UCSC. This will increase enrollment in Cabrillo College's CHW program, aiding in institutionalizing the program at the community college.

Continued community health worker workgroup meetings



Continuing collaboration among CHW/P training programs and employers hiring CHW/P via HIP's workgroup benefits the community and assists with streamlining processes and increasing partner communication to support the CHW/P workforce. The recommendation is to continue monthly workgroup meetings with a healthcare champion and co-facilitated by HIP staff for the next three years (2023-2026). The workgroup will rebrand to a more inclusive name, such as the Monterey Bay Community Health Worker Collaborative and explore the following topics: mapping community outreach opportunities, informing on updates to HCAI CHW/P certification and recertification processes, promoting National CHW/P Awareness Week (August 28- September 1, 2023), providing input on a new website, [SideStreet](#), that is being developed in partnership with the California Association of Community Health Workers (CACHW), including worker input on agendas and topics, and hosting a listening session with CHW/Ps across the county to further identify challenges, needs, and solutions for CHW/P workforce.

Track 5: Physicians: Pediatrician and Family Medicine

Gap Analysis

The current average annual job openings for physicians and family medicine physicians are 37 (average over the 2020-2025 period) in the Santa Cruz-Monterey sub-region. There currently is no average annual supply of trained graduates in the Santa Cruz-Monterey sub-region. When comparing annual demand to annual supply, there is a gap or undersupply of 37 physicians and family medicine physicians graduates annually in the sub-region.

Occupational Demand Dashboard

Occupation: Physicians, All Other; and Ophthalmologists

Region: Santa Cruz-Monterey

Skill Level: Above Middle Skill

California Community Colleges Chancellor's Office (CCCCO) Sector: Health

California Department of Education (CDE) Sector: Health Science and Medical Technology

Standard Occupational Classification (SOC): 29-1228

Annual Job Openings: 24

2020-2025: 120

% Change 2020-2025: 6%



25th Percentile Hourly Earnings: \$107.53

Median Hourly Earnings: \$141.37

Occupation: Family Medicine Physician

Region: Santa Cruz-Monterey

Skill Level: Above Middle Skill

California Community Colleges Chancellor's Office (CCCCO) Sector: Health

California Department of Education (CDE) Sector: Health Science and Medical Technology

Standard Occupational Classification (SOC): 29-1215

Annual Job Openings: 13

2020-2025: 64

% Change 2020-2025: 4%

25th Percentile Hourly Earnings: \$82.52

Median Hourly Earnings: \$137.49

Data sources:

Emsi Burning Glass. (2021). Hourly earnings and projected demand by occupation [Data files]. Emsi Burning Glass at www.economicmodeling.com.

Insight Center. (2021). Family Needs Calculator [Data files]. <https://insightcced.org/family-needs-calculator/>.

There are no physician training programs in the Santa Cruz-Monterey sub-region.

Recommendations for Solutions

Document the shortage

The recommendation is to document the shortage of pediatricians, family medicine physicians, and pediatric and family medicine nurse practitioners in Santa Cruz County and identify who to inform and how to inform of findings, using the data to tell a story about the need for an increased physician workforce across the county.

Identify current initiatives

The workgroup identified current initiatives underway to recruit and develop a pipeline for more physicians and nurse practitioners who care for the pediatric population in Santa Cruz County. The following initiatives have been identified:



- [Dignity Health and Morehouse School of Medicine Family Medicine Residency Program](#)

The Morehouse School of Medicine Dominican Hospital Family Medicine Residency Program was established in 2022 to address health equity in our local and global communities. The program received the Accreditation Council for Graduate Medical Education (ACGME) initial accreditation approval in April 2023 and will be interviewing medical students in the Fall of 2023. The program is anticipated to enroll eight residents to start the three-year program dedicated to training full-spectrum, culturally competent family physicians in July 2024.

- [UC Santa Cruz \(UCSC\) Global and Community Health - Post-Bac Program](#)

The Global and Community Health program is developing a postbaccalaureate program, which is currently under review by UCSC's Academic Senate for formal approval. The program will focus on two groups of students, 1) students from underserved communities that represent the local community, and 2) students from successful professions that are seeking a career change into medicine. The university is currently developing a scholarship fund to support students from underserved communities. Students without a scholarship pay for the 1-year mentorship program. The program aims to provide additional curriculum and support students in completing the first round of medical school selection by providing monthly one-on-one mentorship with a physician, job shadowing, and letters of recommendation. The program is being modeled after the [UC San Francisco School of Medicine Post Baccalaureate Program](#) and the [UC Davis School of Medicine Postbaccalaureate Program](#).

- [UC Santa Cruz \(UCSC\) Global and Community Health - Undergrad and Internship Program](#)

Previously UCSC's Human Biology major, the Global and Community Health major offers a [Bachelor of Arts \(B.A.\)](#) and [Bachelor of Science \(B.S.\)](#). Students are also required to complete a 10-week, 80-hour internship working with a physician or in a healthcare setting. UCSC would like to establish more internships with primary care providers at clinical organizations across Santa Cruz County.

- Santa Cruz County Medical Society (SCCMS) Student Lecture Series

In response to the COVID-19 pandemic, the [Santa Cruz County Medical Society \(SCCMS\)](#) began a virtual student lecture series, inviting advanced health science students from local colleges to do an academic medical presentation. Students are paired with a mentor and provided various topics to research independently to prepare a 15-20 minute presentation to physicians within the society. The presentation experience is intended to help strengthen the



students' medical school applications.

- [Kaiser Permanente Northern California Undergraduate & Graduate Medical Education](#)

Kaiser Permanente provides academic training within their healthcare organization. Their programs foster the professional and personal development of resident physicians in an integrated, scholarly, supportive, managed-care environment and include the following: residency programs, fellowships, medical student programs, and pre-medical student programs. Additionally, they offer [scholarships](#) to third-year medical students in good academic standing interested in seeking a residency in Kaiser Permanente Northern California, and attending an accredited medical, osteopathic, or podiatric school.

Develop a pipeline strategy for local recruitment that fosters equity

Develop a pipeline strategy for the county to enhance the recruitment of physicians and nurse practitioners who care for the pediatric population; this includes connecting with schools such as Cabrillo College, Gavilan College, Monterey Peninsula College, and Hartnell College on developing doctor of medicine (MD) career pathways and 2+2 programs, collaborating with high schools via Mathematics, Engineering, Science, Achievement (MESA) Programs and California State Summer School for Mathematics and Science (COSMOS), Pajaro Valley Unified School District Watsonville High School Health Academy and supporting the development of a UC medical school in Santa Cruz County.

The Santa Cruz County Office of Education (SCCOE) is currently working on developing career pathway pipelines for students by providing mentorship and employment opportunities and creating an interactive online resource that maps various educational and career pathways. The model is currently designed for education career pathways and SCCOE is interested in developing a healthcare careers pathways pipeline in collaboration with local partners.

Additionally, developing local programs modeled after [The Foundation for Hispanic Education](#), which provides wrap-around support service for students with counselors, behavioral health specialists, financial advisors, and funding to support students' successful college completion, and the [Latino Education Advancement Foundation \(LEAF\) Center for College Success](#) which supports students through the first two years of college by providing college support services, fiscal support, mentorship, and parent engagement.

Continued physician workgroup meetings



Continuing collaboration among physician training programs and employers hiring physicians via HIP's workgroup will benefit the community and assist with streamlining processes and increasing partner communication to support the physician workforce. The recommendation is to continue monthly workgroup meetings with a healthcare champion and co-facilitated by HIP staff for the next three years (2023-2026) to identify gaps and determine the next steps to continue developing the physician workforce with a focus on primary care.

Track 6: Surgical Technologists

Gap Analysis

The current average annual job openings for surgical technologists is 18 (average over the 2020-2025 period) in the Santa Cruz-Monterey sub-region. There currently is no average annual supply of trained graduates in the Santa Cruz-Monterey sub-region. When comparing annual demand to annual supply, there is a gap or undersupply of 18 surgical technologist graduates annually in the sub-region.

Occupational Demand Dashboard

Occupation: Surgical Technologist

Region: Santa Cruz-Monterey

Skill Level: Middle Skill

California Community Colleges Chancellor's Office (CCCCO) Sector: Health

California Department of Education (CDE) Sector: Health Science and Medical Technology

Standard Occupational Classification (SOC): 29-2055

Annual Job Opening: 18

2020-2025: 92

% Change 2020-2025: 6%

25th Percentile Hourly Earnings: \$27.95

Median Hourly Earnings: \$33.68

Data sources:

Emsi Burning Glass. (2021). Hourly earnings and projected demand by occupation [Data files]. Emsi Burning Glass at www.economicmodeling.com.

Insight Center. (2021). Family Needs Calculator [Data files]. <https://insightcced.org/family-needs-calculator/>.



There are no surgical technician training programs in the Santa Cruz-Monterey sub-region.

Recommendations for Solutions

[Futuro Health](#) is a nonprofit organization working to grow allied healthcare workers by training the talent that employers need and creating paths to health career opportunities for workers. The organization provides a training program for [Sterile Processing Technicians](#) and will launch a Surgical Technician Program in the fall of 2023. Additionally, Futuro Health requires all scholars to pass a [Human Touch Healthcare](#) course before enrolling in programs. This course is uniquely available through Futuro Health, which develops in learners the essential interpersonal skills to work in healthcare. These competencies are what employers value and have expressed are lacking in current candidates.

HIP hosted a virtual information session in April 2023 with Futuro Health to share their [Sterile Processing Technicians](#) program and discuss building a local workforce pipeline for Sterile Processing and Surgical Technicians in our county. Futuro Health provided information on their [Human Touch Healthcare](#) course, Sterile Processing Technician program, and upcoming Surgical Technician program and invited local surgery centers and hospitals to discuss aligning employers' needs with training outcomes. Organizations were invited to share job descriptions for their Sterile Processing Technicians and Surgical Technicians with Futuro Health's Director of Workforce Development and Clinical Partnerships.

In June 2023, HIP, Futuro Health, Santa Cruz County Workforce Development Board, and Sutter Maternity and Surgery participated in a strategic mapping session that identified training challenges and established an interest in partnering on clinical placements. Once Futuro Health's new Surgical Technician program is finalized this fall 2023, HIP will host an information session inviting surgery employers across the county to meet and further discuss developing a local surgical technician pipeline.

Additional Health Workforce Tracks



Dental Assistants

In March 2023, the Santa Cruz County Office of Education received an intent to be awarded [California Apprenticeship Initiative New and Innovative Grant Program \(CAI Program\)](#) \$120,000 Planning Grants funding by the Chancellor's Office Workforce and Economic Development Division for their dental assisting program. The CAI Program grants create new and innovative apprenticeship opportunities in priority and emerging industry sectors or areas in which apprenticeship training is not fully established or does not exist. Award funding will commence in July 2023. In partnership with Dientes Community Dental Care, HIP may serve on the planning grant advisory committee to support the development and promotion of the dental assisting apprenticeship program.

Home Health Aides

During the listening session HIP conducted from January through March 2022, home health aides were identified as a need across the county; while currently there are no local training programs, HIP connected with Hospice of Santa Cruz and the Watsonville, Aptos, Santa Cruz (WASC) Adult School to collaborate on identifying a bilingual instructor with hospice experience to teach in a new a Home Health Aide training program. The program is a 40-hour course leading to California state certification and includes in-class theory and clinical at a facility that offers opportunities to practice physical therapy skills. The program is currently under review by the California Department of Public Health (CDPH) with classes anticipated to start in August or September 2023. Once approved, the program will be offered within [WASC Adult Education Health Care](#) programs.

Conclusion

In summary, there are several exciting initiatives underway to enhance Santa Cruz County's healthcare workforce and many growth opportunities based on each workgroup's recommendations for solutions. The work outlined in this report was funded by the Santa Cruz County Workforce Development Board and as part of the county's contract deliverables, HIP was charged with creating a plan to sustain this important work in the county. With this in mind, HIP secured funding from the California Workforce Development Board (CWDB), in partnership with the Labor and Workforce Development Agency (LWDA), via the [High Road Training Partnership's \(H RTP\) Resilient Workforce Program \(RWP\)](#). The objectives of the H RTP



initiative are to increase access to existing high-road jobs for underserved populations and create pathways for job growth for incumbents already employed with high-road employers. The funding began mid-June 2023 and supports HIP’s workforce development staff in continuing the Santa Cruz County Health Workforce Council (HWC) meetings, workforce track workgroups, and HIP’s annual community forum for the next three years. Additionally, the recommendations outlined in this report will guide and inform the HWC projects and partnerships through 2026. With continued and increased engagement and partnerships from local healthcare organizations and training programs, the critical work of the HWC can continue to be impactful and innovative; fostering shared accountability and investment in the development of the workforce needed to support the healthcare needs of our community.

Appendices



Appendix A: List of Health Workforce Council Workgroup Participants

Behavioral Health and Health Social Workers

Holly Hughes, LCSW, Janus of Santa Cruz
Ali Hayes, MPH, Health Improvement Partnership
Nicole Bussing, MS, Santa Cruz Community Health
Lisa Russell, Ph.D., Encompass Community Services
Nanette Solvason, Ph.D., Bay Area Community College Consortium
Matt Sparke, Ph.D., University of California, Santa Cruz
Michael Paynter, Ph.D., Santa Cruz County Office of Education
Jasmine Nájera, LCSW, Pájaro Valley Prevention and Student Assistance
Patrick Meyer, LCSW, Cabrillo College
Emily Solick, LCSW, Santa Cruz Community Health Centers
Jennifer DeToy, Encompass Community Services
Jose Jimenez, Health Career Connection
Lauren Fein, LMFT, Santa Cruz County Office of Education
Christina MacLean, MA, Pajaro Valley Unified School District
Jeff Hicks, Janus of Santa Cruz
Hayley Mears, MA, Health Improvement Partnership
Maria Estela Jerezano, Health Improvement Partnership

Community Health Workers

Adrienne Saxton, MPH, CHES, Cabrillo College & CSU Monterey Bay
Lynn Lauridsen, MPH, Santa Cruz County Health Services Agency
Paola Luna, MPH, Health Improvement Partnership
Nanette Solvason, Ph.D., Bay Area Community College Consortium
Patricia Alcocer, Monterey County Health Department
Krista Hanni, MS, PhD, Monterey County Health Department
Ofelia Garcia, Community Health Trust of Pájaro Valley
Allison Guevara, MS, Cradle to Career Santa Cruz
Hayley Mears, MA, Health Improvement Partnership
Maria Estela Jerezano, Health Improvement Partnership



Medical Assistants

Ashlyn James, CMA (AAMA), Cabrillo College
Candice Brooks, EdD, Dignity Health
Laura Macondray, Santa Cruz County Office of Education
Nanette Solvason, Ph.D., Bay Area Community College Consortium
Richard Anderson, MA, ATC, Golden State Ortho
Connie Williams, RN, BSN, PHN, MS, Pajaro Valley Unified School District
Hayley Mears, MA, Health Improvement Partnership
Maria Estela Jerezano, Health Improvement Partnership

Nurses

April LoFranco, BSN, RN, Dignity Health
Eric Conrad, BSN, RN, CEN, Dignity Health
Anna Sutton, MSN, Santa Cruz County Health Services Agency
Jo Coffaro, MPA, Hospital Council of Northern and Central California
Nanette Solvason, Ph.D., Bay Area Community College Consortium
Alyssa Erikson, RN, Ph.D., CNE, CSU Monterey Bay
Barbara Johnson, Ph.D., Cabrillo College
Stephanie Macwhorter, Janus of Santa Cruz
Jennifer Holm, DNP, RN, PHN, CHSE, Cabrillo College
Sarah Hewett, RN, WellPath
Pamela Price, DNP, MSN/Nsg Ed., RN, Good Samaritan Hospital of San Jose
Hayley Mears, MA, Health Improvement Partnership
Maria Estela Jerezano, Health Improvement Partnership

Physicians: Pediatrician and Family Medicine

Cal Gordon, MD, Santa Cruz County Health Services Agency
Walt Mills, MD, Morehouse School of Medicine
Grant Hartzog, Ph.D., University of California, Santa Cruz
Amy McEntee, MD, Salud Para La Gente
Jill Parelo, MD, Dignity Health
Jen Hastings, MD, Health Improvement Partnership
Daniel Sanders, CPNP, Santa Cruz County Health Services Agency



Alexis Teplick, MD, Kaiser Permanente

Kayce Ryberg, RN, Sutter Health - Palo Alto Medical Foundation

Devon Francis, MD, Salud Para La Gente

Satu Larson, Ph.D., Santa Cruz Community Health Centers

Carmin Powell, MD, Stanford School of Medicine & Watsonville Community Hospital

Faris Sabbah, EdD, Santa Cruz County Office of Education

Heather Thomsen, Ph.D., Santa Cruz County Office of Education

Hayley Mears, MA, Health Improvement Partnership

Maria Estela Jerezano, Health Improvement Partnership

Emily Levin-Rosenshine, AmeriCorps VISTA Member

Surgical Technologists

Joy Hermsen, MBA, Futuro Health

John Cordova, RN, PHN, BSN, Futuro Health

Andy Stone, Santa Cruz County Workforce Development Board

Alexis Lauderdale, RN, MSN, DNP, Sutter Maternity & Surgery Center

Kelley Lauritzen, SPHR, Sutter Maternity & Surgery Center

Hayley Mears, MA, Health Improvement Partnership

Maria Estela Jerezano, Health Improvement Partnership