

\$1 Trillion Senior Housing & Care Investment Need Will Require a Governed Operating Infrastructure

As NIC MAP projects a historic supply gap through 2050, SeniorCRE says the industry must also solve a less visible problem.

The logo for SeniorCRE, with "Senior" in black and "CRE" in green.

DALLAS, TX, UNITED STATES, August 26, 2026 /EINPresswire.com/ -- New market projections point to one of the

largest capital formation challenges in the history of senior housing & care. [SeniorCRE](#) believes they also expose an equally important operating challenge: whether the organizations receiving and deploying that capital have the governed information infrastructure required to make increasingly complex decisions with confidence.

NIC MAP's updated Senior Housing Market Outlook projects a cumulative investment requirement of more than \$1 trillion through 2050. The U.S. population age 80 and older — most likely to require senior housing & care — is projected to grow roughly one-third by 2030 and nearly double by 2040. Communities have absorbed an average of approximately 32,000 additional units annually over the past four years, pushing occupancy above 90 percent industry-wide.

Supply is moving the opposite direction. Construction starts have fallen approximately 67 percent since 2021, from more than 30,000 units to roughly 10,000 in 2025.

NIC MAP estimates the cumulative unit shortfall could reach approximately 576,000 by 2030 and exceed 1 million by 2035, and more than 40 percent of existing properties are now over 25 years old, making renovation as important as new construction. Senior housing & care was the top-performing commercial real estate asset class in the 2025 NCREIF Property Index, returning 10.6 percent against 4.9 percent for the broader index, with transaction volume exceeding \$15 billion.

For SeniorCRE, those trends point to a second, less visible infrastructure requirement: operating infrastructure.

“Everyone can see the physical infrastructure gap — the communities that need to be built, renovated, or repositioned,” said John Hauber, Founder & CEO of SeniorCRE. “The less visible gap is underneath those assets. Operators are making increasingly consequential decisions about care, labor, occupancy, compliance, NOI, and capital while the information behind those decisions remains fragmented across systems never designed to govern the enterprise together.”

Senior housing & care organizations operate across EHR, workforce, CRM, accounting, scheduling, and compliance platforms. Connecting those systems makes information more accessible, but does not, on its own, determine what governs. SeniorCRE describes the space between what systems report and what the operator determines governs as the Governance Gap. Its framework for closing it, the Operator Authority Chain™, expresses the sequence as Data (what the systems say), Truth (what the operator determines governs), Decision (what should be done), and Execution (what the organization is authorized to do).

“AI can aggregate records and recommend actions,” Hauber said, “but aggregation does not establish authority. Before we automate the decision, the operator has to know what governs.”

SeniorCRE is developing operator-controlled operating infrastructure for senior housing & care, built around an Operator-Controlled Operating Record — a governed, traceable record connecting information across existing systems without requiring them to surrender their domain authority. Its governing principle: when systems disagree, the operator governs.

SeniorCRE's [Founding Operator Program](#) is enrolling a limited cohort of operators overseeing 10 to 40 communities, with charter pricing and advisory-council participation. Organizations with 41 or more communities are served through SeniorCRE's Strategic Enterprise track.

About SeniorCRE

SeniorCRE is operator-controlled operating infrastructure for senior housing & care, connecting fragmented operating information through an Operator-Controlled Operating Record to give operators a governed foundation for decisions across Care, Labor, Occupancy, Compliance, NOI, and Capital. Governance first. Intelligence second. Execution last. Govern the truth before you automate the decision. seniorcre.com

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About HavenCo, Inc.

HavenCo, Inc. is a Texas public benefit corporation and the parent company of SeniorCRE, LLC; Haven Senior Investments, LLC; Haven Realty, LLC; and Haven Senior Living Partners, LLC. Its public benefit is to improve the operational, financial, and caregiving capacity of senior housing, senior care, and post-acute care institutions, and thereby the safety, dignity, and quality of life of the older adults those institutions serve.

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