



Insights

Report

Scaling for growth in Senior Living: driving operational performance post-transaction





Contributors



Choosing the right recruitment partner is essential for navigating today's evolving senior living landscape. You need a specialist who not only understands the sector's unique complexities but can also provide strategic guidance at every stage of the hiring journey.

With a dedicated team and extensive experience across the US senior living sector, Compass Associates is proud to support many of the industry's leading providers in securing transformational leadership talent. Our deep market insight combined with access to a strong network of candidates enables us to consistently deliver high-impact placements that drive performance, strengthen organizational culture, and support long-term sustainability.

The senior living team share more than 30 years recruitment experience dedicated to the sector – speak to the team today to learn how we can support you.

Executive Summary

As part of an ongoing series of community engagement sessions within the Senior Living industry, Compass Associates hosted a 60-minute discussion with Dan Almendares, a recognized operations leader with extensive experience in the sector.

Our team shared their perspectives on the current landscape of Senior Living, emphasizing the importance of vertical integration. We outlined how this approach can enhance quality control, operational consistency, and overall service delivery within Senior Care. Additionally, the conversation examined the impact of geographical factors on financial performance, underscoring the necessity for regionally tailored strategies to ensure sustainable and long-term success.

The session contributed meaningful analysis and thought leadership for industry stakeholders seeking to navigate the complexities of today's Senior Living environment with a strategic intent.

Daniel Almendares III

SVP, Operations

Connect

Senior housing operations is where Daniel has built his career. With a passion for business and healthcare, Daniel fell into the senior housing world and never looked back.

He started with a small ALF owner/operator group and helped build the company over 7 years. In that time, he developed the entire structure from the ground up as they grew from 100 beds to close to 1,000; growing from fifteen locations in one state to over fifty in a dozen states. Through that time the organisation restructured divisions on an annual basis, changed HRIS three times, moved IT from outsourced to in-house, changed CRMs twice, moved business office functions from community managed to corporate managed, adapted multiple new software support solutions, and redeveloped countless policies and procedures.

Concurrently, he obtained his Master of Business Administration from the University of Florida and grew from an administrator in training to the Vice President of Operations.





Introduction

In an increasingly complex and evolving landscape, We believe that it is imperative for stakeholders across all functions to engage in meaningful dialogue to share expertise, confront shared challenges, and shape strategic solutions. Compass Associates have developed this report, and others in its series, with the primary objective of fostering a sense of collective purpose and to strengthen community among leaders within the Senior Living industry.

By welcoming contributions from accomplished professionals representing diverse disciplines, we offer a comprehensive exploration of the critical issues facing the sector. We also aim to identify prevailing obstacles and actionable insights to address them, supporting the continuous advancement and resilience of our industry. For leadership teams and those considering private capital options, this report offers guidance grounded in real-world experience.

It is our hope to inspire a spirit of collaboration and shared responsibility to ensure that the senior living industry remains equipped to meet the needs of its communities with excellence and integrity. Most of all, we hope you find our conversations insightful.

Thank you,
Compass Associates

Market growth opportunities

The Senior Living and Senior Care market in the US presents strong growth opportunities, driven by powerful demographic trends which are creating an increasingly favorable investment climate.

Key factors contributing to this growth potential are as follows:

Aging Population

The US Census Bureau projects that by 2034, adults aged 65+ will outnumber those under 18 for the first time in US history. By 2040, over 80 million Americans will be 65+, nearly doubling from 2020 levels.

Longevity and Chronic Conditions

Increased life expectancy means more seniors will require varying levels of support over longer periods. Chronic diseases like dementia, mobility impairments, and comorbidities further drive demand for assisted living, memory care, and skilled nursing.

Shift in Family Dynamics

Fewer multi-generational households and more dual-income families mean that older adults are less likely to be cared for at home, increasing the need for formal senior living solutions.

Assisted Living and Memory Care

Demand is rising for personalized care environments. The aging baby boomer population (born 1946–1964) is beginning to enter these care segments.

Home Health and Technology-Enabled Care

Aging-in-place is a strong preference among seniors. This has led to growing demand for remote monitoring, telehealth, and home care models, creating hybrid market opportunities.

Increased Institutional Interest

Private equity, REITs, and institutional investors are actively expanding their senior living portfolios, viewing the sector as recession-resilient with long-term tailwinds.



Key considerations for operational success

Thorough due diligence

The session addressed several critical challenges and opportunities within the Senior Living industry. Key concerns were raised regarding the complexities of managing operational transitions and maintaining performance metrics during periods of acquisition. Emphasis was placed on the necessity of rigorous due diligence and a nuanced understanding of local team dynamics as foundational elements for ensuring operational stability and success.

Strategy and objective alignment with capital partners

The conversation further examined the evolving role of private equity within the sector. While the current investment climate was acknowledged as favorable, concerns were noted regarding the potential for investor priorities to conflict with a resident-centered approach. Long-term sustainability, it was argued, requires alignment between capital partners and operators, with caution advised against strategies that prioritize

short-term gains over foundational, mission-driven improvements.



“There's good and bad in every business and finding that good in the kind of capital partner is essential, especially if you're a mission driven type of guy, because at the end of the day, we're in senior living, it's about seniors lives and taking care of the residents.”

Strong organizational culture to ensure retention

The importance of adaptability in managing increasingly diverse resident populations was underscored, alongside the need to cultivate strong organizational cultures that support staff retention and deliver continuity of care for residents.

Effective leadership to ensure resident continuity

Leadership qualities required for effective directors were also a central theme. Intellectual acumen, strong communication capabilities, and empathy were identified as essential traits. While technical competencies can be

developed over time, the ability to establish meaningful emotional connections with residents was noted as a non-negotiable aspect of successful leadership.



“This is not an industry where you want to invest to expect a turnaround within a year that you're going to be able to flip the community. That does happen. And with new builds, that can happen, of course, but that's not the typical situation. And it's certainly not the opportunity where you have the greatest moneymaking potential.”

Adapting to technological advancement

It was observed that the COVID-19 pandemic accelerated the adoption of technology within senior housing communities, particularly in sales and marketing functions. While this shift marked a significant improvement, it was noted that many operators still lag in fully integrating technology into their operations, with continued reliance on outdated, paper-based processes limiting efficiency and innovation.



"I think probably the greatest benefit that COVID provided from a sales side was it demanded that the communities and the personnel got significantly better with technology. Senior housing had traditionally been very far behind the curve in technology. I mean, even now, I think many operators make a mistake not adapting technology and using paper in a number of scenarios in the way they operate their business."

A focus on strategy & budgeting

The middle market was highlighted as a particularly promising area for investment, contingent on strategic property acquisition and effective cost management. Additionally, rising construction and labor costs were identified as significant obstacles to

affordability, highlighting the need for prioritising strategic processes and strict cost efficiencies.

Importance of the right recruitment partner

Selecting the right recruitment partner is essential in navigating the evolving landscape of the Senior Living sector. It requires a partner who not only understands the complexities and challenges unique to the industry but who is also equipped to provide strategic support throughout the hiring process.

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organizational culture, and support long-term sustainability.

Conclusion

The discussion outlined the sector's long-term growth trajectory driven by the aging baby boomer population and an anticipated shortage of senior housing inventory by 2030.

With a rapidly aging population, a clear shift in care preferences, and growing investor interest, the U.S. senior living and senior care market is well-positioned for sustained growth. However, success will depend on innovation in care models, affordability, workforce strategy, and strategic capital deployment.

**Full discussion
available to
watch now**

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Further Insights

Managing expectations of private capital partners in Senior Living



How to manage operational integration during times of accelerated growth in the Senior Living Market



What makes a great Senior Living Executive Director?



Booming Demand: Challenges and opportunities facing Senior Living leadership teams



Aligning Sales and Marketing to deliver success in the Senior Living industry



Fostering transparency in Senior Living leaders to ensure long term retention

