



Insights

Report

Evolving Expectations:

How Baby Boomers are redefining the future of Senior Living





Contributors



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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 conversation with Terence Rogers, senior living healthcare CEO and advisor, who shared his insights and perspectives on the future of senior living.

Terence is an accomplished leader with over 25 years of experience in the senior living industry. His career began as a home healthcare executive before transitioning into the non-profit senior living sector. Throughout his journey, Terence has been recognized for his visionary leadership and commitment to enhancing the quality of care for older adults.



Terence Rogers Healthcare, CEO - Advisor - Senior Living

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Terence Rogers is a senior living industry executive and advisor with 25 years of experience leading three distinguished organizations as CEO. He currently provides strategic advisory services across the sector, partnering with boards and ecosystem stakeholders to drive both mission impact and financial performance.

A national leader in the Green House Project, Terence has been instrumental in transforming traditional nursing homes away from institutional medical models toward more person-centered care. His leadership also extends to AgeTech innovation and investment, through involvement with AgeTech Capital, the AgeTech Investor Network, and the Ziegler LinkAge Funds. Additionally, he co-founded Perennial Advantage, the first senior living provider-owned Medicare Advantage insurance company.



Foreword

At Compass Associates, we believe it is essential for the senior living community to share expertise across all functions and address common challenges, so we can collectively benefit from each other's experiences in this ever-evolving sector. With that goal in mind, we have developed this report, and others in this series, to help strengthen our community of leaders through shared knowledge.

By welcoming contributions from accomplished professionals across diverse disciplines, we provide a comprehensive exploration of the critical issues facing the sector. We also seek to highlight prevailing obstacles and offer actionable insights to overcome them, supporting the continuous growth, advancement, and resilience of our industry.

For those growing teams and building employment culture, this report delivers guidance grounded in real-world experience from a capable and passionate leader within the senior living space. We hope you find the conversation both valuable and thought-provoking.

How the Baby Boomer influence is redefining care in Senior living

As Baby Boomers (born 1946–1964) enter their late 60s to late 70s, they are bringing with them a profound shift in expectations, values, and priorities. Larger than previous cohorts, more independent, less drawn to traditional senior living, and often more financially constrained, this generation is reshaping what aging and “living well” truly mean. Their influence is driving a transformation across the senior living landscape – one focused on autonomy, wellness, purpose, and personalized support.

During our discussion, we explored how these evolving expectations are redefining the future of senior living. Baby Boomers are more inclined than any previous generation to take an active role in shaping their environments, with healthy aging emerging as a core priority. Terence noted that the rise in literature and media about longevity and wellness reflects a growing hunger for informed, empowered aging among this generation.

Breaking the barriers of traditional senior living

The rise of the ‘Aging-in-Place’ model

Boomers are more skeptical of institutional environments and more determined to remain in control of their living choices. Combined with financial pressures, this mindset is fueling a dramatic rise in Aging-in-Place.

Home-based care has evolved far beyond basic support and now includes telehealth visits, chronic-condition monitoring, housekeeping, companionship, and integrated wellness oversight. With Medicare increasingly covering in-home services, this model has become both a lifestyle preference and a financially viable path.

Home-care providers are emerging as direct competitors to the lower-acuity tiers of senior living, offering boomers the flexibility and independence they prioritize.

Intergenerational & community integration

The traditional model of senior living – focused on care levels and real estate – is evolving and cultural attitudes are shifting. Boomers do not want the institutional models their parents experienced. They value autonomy, purpose, wellness,

and meaningful engagement. They gravitate toward environments that feel like hospitality or lifestyle communities rather than “facilities.”

This mindset is pushing demand for home environments that support long-term independence. It's also fueling growth in alternative housing options such as multigenerational homes, universal-design renovations, ADUs, senior-friendly smart apartments, and neighborhood-based “village” models where older adults support one another.

The emerging concept of “longevity communities” seeks to reimagine senior living for the next generation, blending healthcare, hospitality, and purpose-driven design to deliver a holistic experience.

“We’ve seen clear changes in how residents approach their retirement years and what’s important to them as they enter through those doors,” Terence shared. “Healthy aging, the opportunity to create their own personal journey, and being supported by the place they call home – that’s the value we bring to their retirement years.”

Lifelong learning and purposeful living

Boomers want more than comfort; they want growth and contribution. Senior living communities that embrace learning, creativity, mentorship, and volunteerism will stand apart. Engagement and purpose are now essential components of healthy aging, and providers who

foster personal development – not just care – will be better aligned with boomer expectations.

Technology as a catalyst for change

Technology is rapidly becoming a cornerstone of the industry’s transformation. AI, predictive analytics, and EHR systems give operators unprecedented insight into resident health, enabling earlier risk detection and supporting value-based care models. Digital platforms now personalize engagement, wellness programming, cognitive exercises, and social connection – tools that may delay cognitive decline while enriching daily life.

However, Terence stressed the importance of thoughtful adoption:

“Right now the sector is in a spending phase where every new tool looks like a must-have – ‘buy it, buy it.’ But soon enough, businesses will have to step back and re-evaluate what’s actually driving results, what’s truly necessary, and what can be cut. I’ve done it myself. You think you need the next best thing, but most of the time it’s just a nice-to-have, not a necessity.”

That’s the problem with tech stacks: people try to install Lexus-level systems in a Toyota-level operation. You’ve got to be careful not to overbuild. Still, that’s the direction the world is heading.”

Wellness and longevity programming

Senior living is moving from an amenity-focused model to a health- and wellness-driven one. Biometric tracking, personalized health recommendations, integrated fitness programs, and cognitive-support initiatives are helping residents take ownership of their aging journey. As value-based care expands, outcome metrics will influence marketing,

reimbursement, and the very structure of senior living offerings.

Terence emphasized a fundamental truth: “Adding life to years is just as important as adding years to life.” Communities that prioritize wellness and measurable health outcomes will be best positioned for long-term success.

Balancing expectations and affordability

“Economic pressures, especially for the middle market, will require innovation to deliver these enhanced experiences affordably, balancing high consumer expectations with cost efficiency.”

The middle-income market presents a growing challenge: Boomers’ expectations for high-quality, tech-enabled living often exceed their financial capacity. This gap will require innovation in service delivery, pricing models, and partnerships to ensure that healthy aging is accessible and affordable for a broader population.

Culture remains central. Successful operators will be those who can build authentic, resident-centered cultures that foster engagement, choice, and purpose. The industry is moving away from a one-size-fits-all approach to more flexible, consumer-driven models.



What the future looks like for Baby Boomers entering Senior Living

The future of senior living will be defined by a focus on healthy aging, resident empowerment, innovative design, technology integration, and a strong, authentic culture, all responding to the evolving expectations of a new generation of older adults

Technology, wellness, and personalization will reshape the sector, but the heart of the transformation lies in the generational shift toward autonomy and meaning. The traditional model of senior living being built around care levels and real estate is giving way to communities designed for engagement, longevity, and the pursuit of a whole, healthy life.

Ultimately, the Aging-in-Place revolution won't eliminate senior living; it will transform it. Boomers, as they have throughout their lives, will redefine the systems around them. Providers who adapt early, by blending independence with support, home with community, and technology with human care, will thrive in a future defined by flexibility, empowerment, and aging on one's own terms.

Full discussion available to watch now

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