WelcomeHome
Senior Care Insights

2026
Top Performers Report

InsightsWHS.com

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About us

WelcomeHome builds CRM software for senior living operators that is simple, powerful, and designed to make life easier.

Now in our fourth year of delivering industry-leading insights to senior care, we're evolving based on what you asked for: more insight, easy access, and clearer guidance.

The Top Performers Report is part of Senior Care Insights, our data and research platform for senior living sales and marketing leaders. Built on real CRM activity from thousands of communities, it provides a clear view of what drives performance across the industry.

Inside Senior Care Insights:

- In-depth reports and benchmark analysis
- Perspectives from industry leaders
- Continuous research on the evolving customer voice
- Insights for operators, consultants, and capital partners

This work is designed to help you understand performance, identify opportunities, and apply strategies that drive results. Be part of what's next. Send your ideas, needs, and perspectives to insights@welcomehomesoftware.com.

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Introduction

Senior Living Performance Segmentation & Benchmark Framework

In today's evolving and complex senior living landscape, it's essential to implement strategies that fit your specific community. The Top Performers Report introduces a data-driven segmentation of communities into **Top Performer**, **High Growth**, and **Opportunity** groups. Rather than holding every community to a single standard, this approach helps operators, sales and marketing leaders, regional teams, and investors align strategy with the tier that best reflects where they are and what they need to drive performance.

With this report, operators and stakeholders can:

- **Set relevant benchmarks**
- **Identify key behaviors & strategies**
- **Isolate practices holding you back**

MORE ON OUR SEGMENTATION

With raw occupancy and recent growth in mind, we segment communities into three fundamental groups

01 Top Performer

Communities with consistently high occupancy levels.

HIGH OCCUPANCY

02 High Growth

Communities with strong momentum trending upward.

STRONG RECENT GROWTH

03 Opportunity

Communities with the most room to improve and grow.

GROWTH POTENTIAL

Our Sample

In 2026, nearly half of communities are at 90% occupancy or above, and the industry at-large has shown steady gains; but this trend has not been uniform among all communities. Leading communities retain consistently high occupancy. Others have shown massive year-over-year growth, and some have struggled to gain significant traction.

This report allows for clear benchmarking and meaningful comparisons by highlighting not just where communities stand today, but how they are trending over time.

Top Performer communities operate at consistently high occupancy levels, ranking in the top 25% of all communities. Performance is both strong and stable, with median occupancy around 97% and minimal fluctuation over a 12-month period. This indicates sustained demand and effective ongoing execution.

High Growth communities are defined by momentum. These communities achieved at least **6 percentage points or more in occupancy growth over the past 12 months** (with half exceeding +12 points), reflecting strong sales execution and improving demand. While not yet at peak occupancy, they are rapidly closing the gap.

Opportunity communities show flat or modest occupancy growth and operate at lower overall occupancy levels (with half hovering at 81%). While performance lags behind other groups, these communities represent significant upside potential, where targeted improvements in sales and marketing execution can drive meaningful gains.

Together, these groups create a structured lens to understand performance across the industry, set the stage for deeper benchmarking, and uncover the behaviors that drive results.

GROUP SNAPSHOTS

TOP PERFORMER

Ending Median Occupancy

97%

Starting Median Occupancy

97%

Change

0 pts

HIGH GROWTH

Ending Median Occupancy

93%

Starting Median Occupancy

80%

Change

+13 pts

OPPORTUNITY

Ending Median Occupancy

81%

Starting Median Occupancy

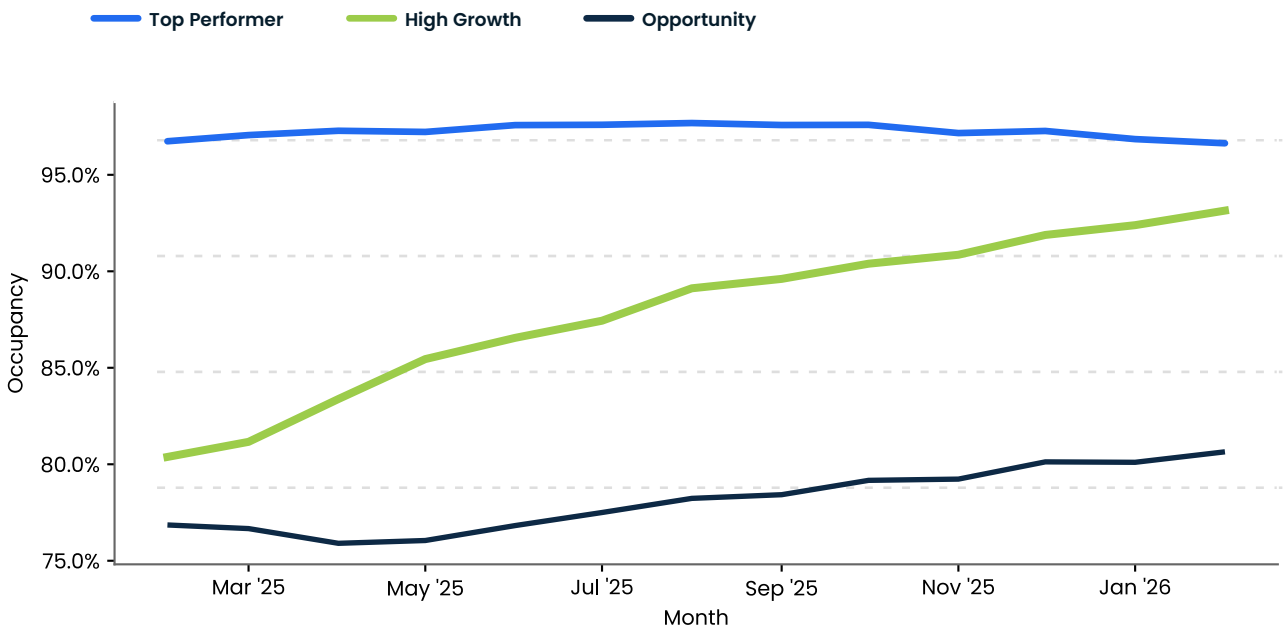
77%

Change

+3.8 pts

Care type mix across groups is broadly representative of the industry at-large. No single group is disproportionately weighted toward any specific care type, ensuring performance differences reflect sales and operational execution rather than care type composition.

OCCUPANCY TRENDS BY GROUPS



Benchmark Performance Lead Source Analysis

Use the lead source analysis tables to benchmark your communities against your performance group, identify gaps in your lead mix, and prioritize channels that drive stronger outcomes.

In addition to high-level source categories (e.g., advertising, aggregators), detailed sub-category views are provided for key segments (online, professional, and non-professional referrals), allowing you to pinpoint which digital channels and referral partnerships are most effective for your community.

The Prospect Journey: Understanding What Drives Sales Outcomes

Senior Living communities don't define sales success by a singular metric. Success is measured throughout the sales journey. From inquiry to move-in, the actions of our teams and the quality of their work has an impact on sales outcomes.

Understanding the full journey reveals where momentum is built, where it's lost, and what separates top performing sales teams from the rest. This section follows the prospect journey in sequence: starting with the overall sales cycle, then examining specific behaviors and strategies driving momentum along the sales cycle.

THE SALES CYCLE: LOSC OVERVIEW

PRE-TOUR

POST-TOUR

The Sales Cycle: LOSC Overview

OVERVIEW

Senior living sales is complex. A prospect's decision to move, and to stay, is shaped by dozens of interactions, conversations, and moments of trust built over weeks or months.

Length of Sales Cycle (LOSC) is a defining metric in senior living sales. **A fast sales cycle could signal sales team effectiveness, but it could also be a symptom of a sales process that doesn't solve for long-term outcomes.** Strong conversions and move-ins don't matter if the community is not the right fit for the resident.

The most effective teams don't solve for the sales cycle alone. They peel back the curtain on what drives momentum for a specific prospect by asking harder, more important questions.

THE QUESTIONS THAT MATTER

01

What behaviors improve progression through the funnel?

02

Where are prospects accelerating or stalling?

03

How do we create a process that optimizes prospect fit and Length of Stay (LOS)?

Answering these questions is what separates the teams that sustain performance over time. The sections that follow break down the prospect journey step by step, so you can see exactly where momentum is built, where it's lost, and what your team can do about it.

Pre-Tour

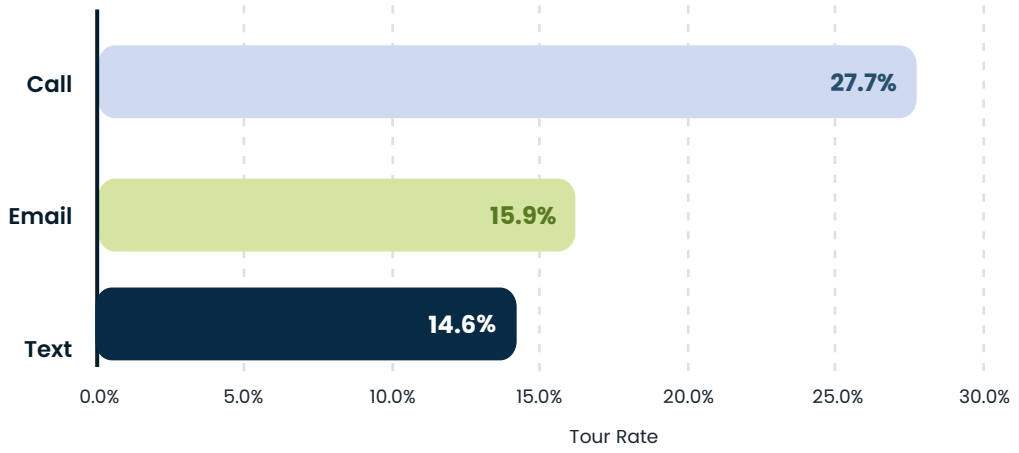
FIRST TOUCHPOINT

Now that we know that we have an opportunity to speed up the sales cycle pre-tour, we can examine how to do it.

Let's start with the first touchpoint: *how* should that first contact happen? The first touchpoint is a critical differentiating opportunity for strong sales teams, and both channel, and speed, matter.

From the beginning, SDs can enhance outcomes by prioritizing calls:

TOUR RATE BY FIRST ACTIVITY TYPE



A first-touchpoint phone call converts to a tour at **nearly double the rate of email or text.**

The reasons are intuitive:

- Calls enable real-time discovery
- They allow for quick pivots and flow in conversation
- They eliminate the time-lag that other channels like text and email introduce

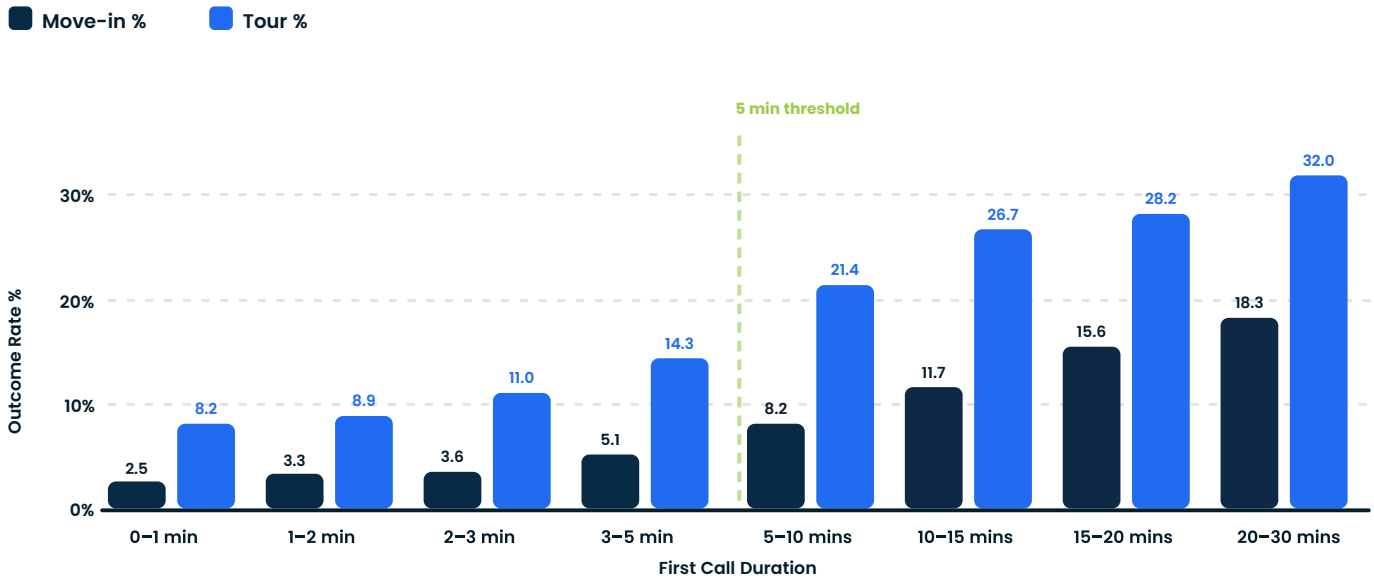
In WelcomeHome: Set sales playbooks to always prioritize a first call after a new inquiry is received. Whether your team is focused on inbound call coverage or calls as the primary outreach channel for first touch, these early channel decisions have a measurable impact on both tour and move-in rates downstream.

Call Quality

CALL DURATION

Getting a prospect on the phone quickly is step one. What happens during that call is step two, and the data suggests it matters just as much. In general, **longer call duration for the first outreach call generates a rising likelihood of conversions** (both to tour and move-in):

LONGER FIRST CALLS DRIVE HIGHER TOUR/MOVE-IN RATES



QUALITY OVER QUANTITY
Longer calls reflect deeper discovery, not just more talking.

PRE-CALL FRAMEWORK
Ask about care needs, timeline, budget, hobbies, anything that deepens the conversation.

KEY STRATEGY
Listen more than you talk. Open-ended questions create space for the prospect to share.

- The implication here isn't just "talk longer". Longer calls reflect deeper discovery and a more consultative approach to understanding the prospect's situation.
- **Key strategy:** Communities looking to bolster their call presence should consider developing a pre-call framework to support consistent discovery.
    - Questions about care needs, timeline, hobbies and interests, budget, excitement and hesitations are all avenues that can carry a deeper conversation.

In WelcomeHome: Use talk ratio to track that sales is opening the call up for productive discovery. Asking open ended questions should lead to the following: the sales director listening more, and talking less.

Thank you

Special thanks to our customers, without whom we wouldn't have the north star that guides our company. Your input, partnership, and willingness to test and learn with us continue to enable our success, and we look forward to continuing to innovate, grow, and succeed together.

The Customer Insights team at WelcomeHome is dedicated to serving our customers with data and tools that help sales and marketing teams thrive. This report is just the beginning.

For more in-depth data or to learn more about our feature development, we'd be happy to connect.

Please reach out to us at insights@welcomehomesoftware.com.

Thank you,

WelcomeHome and the Customer Insights team

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See the Full Story Behind the Data

This sample is just a snapshot.

With Senior Care Insights, you get the complete,across markets, states, and the entire industry, so you can benchmark performance, spot trends early, and act with confidence. Unlock deeper visibility into:

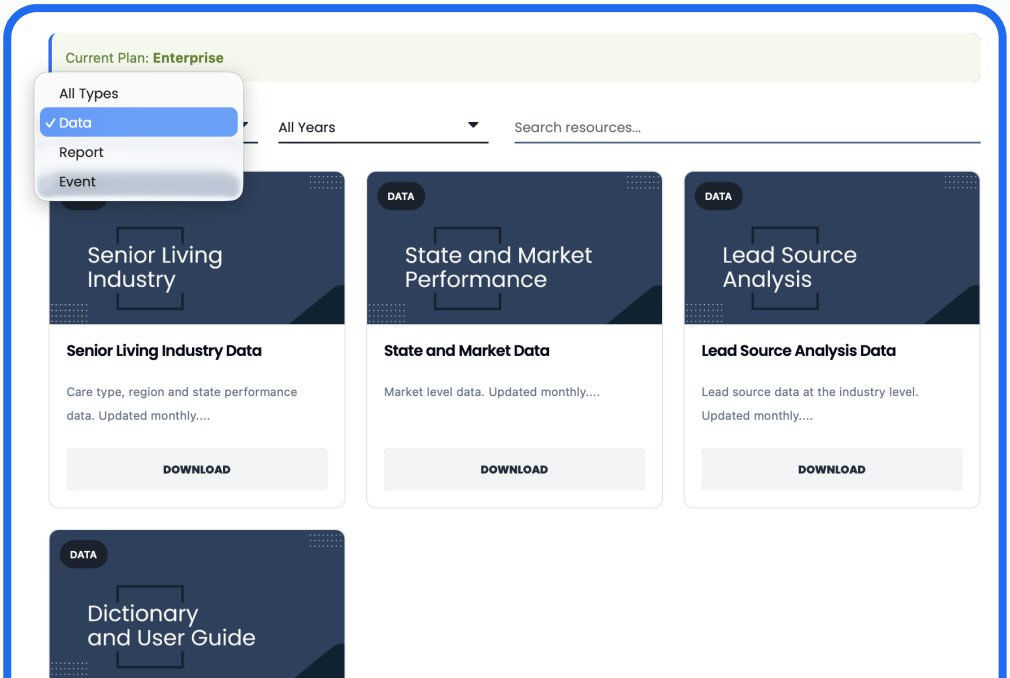
- Occupancy and market trends
- Lead, funnel, and conversion performance
- Competitive benchmarks across thousands of communities
- Research focused specifically on sales and marketing strategy and customer

Make faster, smarter decisions backed by real data, not guesswork.
Subscribe to access the full report and ongoing insights

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Access Benchmarks and Insights

Get free access to core reports and insights. You can upgrade anytime to access additional datasets, state and market-level benchmarks, and top-performer analysis.

TIERS	BASIC	RESEARCH TEAM	ENTERPRISE
User Access Unlock the right tier for your team	1	1-5	Unlimited
Quarterly Benchmarks Quarterly updates on key metrics and proven strategies	✓	✓	✓
Monthly Benchmarks Newsletter Benchmarks and new insights delivered to your inbox	✓	✓	✓
Insights Webinars Access training and best practices anytime	✓	✓	✓
Year in Review The industry's annual sales and marketing report	✓	✓	✓
Top Performers Report Adopt strategies from top-performing communities	✗	✓	✓
Voice of the Industry Sales and marketing strategies and perspectives, backed by data	✗	✓	✓
Voice of the Senior Insights into how seniors view and choose care	✗	✓	✓
Industry Data Access Integrate industry data into your tools and dashboards	✗	✗	✓
Pricing	Free	$1500 / year	$6000 / year
	SIGN UP	SIGN UP	SIGN UP

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Senior Care Insights is WelcomeHome's market intelligence platform for senior living sales and marketing leaders. Benchmarks, research reports, and virtual events, built from real activity across more than 5,000 communities.

Subscribe

Connect directly with our team bella.vranesevich@welcomehomesoftware.com



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