Pearl Meyer

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Preparing for Growth: Leadership, Talent, and Workforce Readiness in Senior Housing



Jon Boba

MANAGING DIRECTOR

Real estate industry expert Jon Boba discusses current trends in the seniors housing sector.

Q: What workforce trends are having the biggest impact on senior housing leaders today?

Jon: As demand for senior housing continues to increase, organizations are intensely competing for difference-making talent while adapting to a workforce that increasingly expects flexibility, growth opportunities, and meaningful work.

Three trends stand out:

- Persistent labor shortages, particularly at critical frontline positions.
- Changing employee expectations.
- Growing leadership succession needs.

Together, these trends are reshaping workforce strategies across the industry, and we're watching closely to see how they continue to evolve.

Q: How are leading organizations rethinking compensation, leadership development, and employee engagement?

Jon: They’re taking a broad view of talent strategy. Competitive pay remains important, but we’re also seeing them invest in leadership development, career pathways, recognition programs, and employee well-being. Ultimately, the goal is to create an employee experience that strengthens engagement, retention, and organizational performance.

Q: What should CEOs and boards be doing now to prepare for the next decade of growth?

Jon: Every CEO and board should have workforce planning as a strategic priority. The strongest organizations are consistently evaluating leadership pipelines, assessing compensation competitiveness, and aligning talent strategies with long-term business

goals.

It’s no longer enough to create a succession plan around the CEO. Forward-thinking firms are developing their talent pipeline and training strategies around all critical leadership positions.

Senior leadership teams and boards should regularly review succession plans, talent risks, and workforce metrics with the same discipline they apply to financial performance. As demand for senior housing accelerates, organizations that invest in leadership, culture, and workforce readiness today will be best positioned to grow and thrive tomorrow.

About the Author

Jon has 30+ years in real estate consulting and 1,000+ engagements, with deep specialization in senior housing/health care and affordable housing.

About Pearl Meyer

Pearl Meyer is the leading advisor to boards and senior management helping organizations build, develop, and reward great leadership teams that drive long-term success. Our strategy-driven compensation and leadership consulting services act as powerful catalysts for value creation and competitive advantage by addressing the critical links between people and outcomes. Our clients stand at the forefront of their industries and range from emerging high-growth, not-for-profit, and private organizations to the Fortune 500.