SENIORCRE® • FOUNDER LETTER

Founder Letter

Why SeniorCRE is being built as operator-controlled operating infrastructure, and what we will not claim while building it.

Founder letter • September 8, 2026

Status as of September 8, 2026. SeniorCRE has no completed operator pilot and no operator production deployment. Capability statements in this document carry an explicit maturity label: BUILT means shipped in main and exercised in SeniorCRE-operated validation environments with synthetic data, not available to users and not in production; FRAMEWORK means the data model and surfaces exist but the behaviour a reader might assume from the name is not enforced; ROADMAP means not built.

No named third-party system is connected in operator production. Any third-party name that appears is used nominatively to describe the system category an operator already runs, never to assert an integration.

Figures labelled illustrative are worked examples on stated assumptions, not measured results, not benchmarks, and not forecasts. Nothing in this document is a warranty, a delivery date, a clinical or regulatory fitness statement, or investment advice.

The problem I kept meeting

In operating companies of every size, the hardest question in the room was not what to do. It was which number to believe. Five leaders, five defensible answers, and no written rule about which one governed. The software was not broken. The authority was unassigned.

The governing question: which number governs?

Ask five leaders in the same operating company what occupancy was last Tuesday and you will often get five defensible answers. The census system counts a resident from move-in. Billing counts from the first billable day. The clinical record counts from the first documented assessment. The pipeline counts a signed agreement. The board deck counts whatever was pasted into it. Each system is internally correct.

The failure is not bad data. It is unassigned authority. Nobody has declared, in writing and in the system, which definition governs a decision, which source may state the

number, what happens when sources disagree, and how the answer can be traced afterwards.

Not every disagreement is bad data. Two systems can both be right under different definitions. Three categories are worth separating: a definition conflict, where the same word is measured differently; a timing conflict, where systems are correct as of different moments; and a defect, where one system is simply wrong. Only the third is a data-quality problem. The first two are governance problems, and they do not resolve by buying another integration.

What we are building

SeniorCRE is the operator-controlled operating infrastructure for senior housing & care: definitions, source authority, reconciliation, and lineage, owned by the operator, above the systems already in the building. Govern first. Replace only by choice.

What I will not do while building it

- I will not present a named vendor as a live integration. Nothing is connected in operator production.
- I will not publish an outcome figure without formula, sources, date, and limits.
- I will not describe medication safety enforcement as available. It is roadmap and not built.
- I will not claim a pilot or a production deployment before one exists.
- I will not soften a disclosure to make the company look further along than it is.

Where we actually are

Platform surfaces are BUILT and exercised in SeniorCRE-operated validation environments with synthetic data. Third-party ingestion is FRAMEWORK. Medication safety enforcement is ROADMAP. There is no completed operator pilot and no operator production deployment as of September 8, 2026. Every claim above carries the gate that would change it, and when a gate is met we will say so with the evidence attached.

Definition. Authority. Reconciliation. Lineage.

Those four are what make data governable. A definition says what the number means. Source authority says which system may state it. Reconciliation says what happens when systems disagree. Lineage says how the number can be traced back through every hand it passed through.

Govern first. Replace only by choice. Operators can govern the systems they retain or assign selected system-of-record functions to SeniorCRE. The operator chooses the architecture.

When systems disagree, the operator governs.

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