

The Governed Operating Record

Definitions, source authority, reconciliation, and lineage: the four decisions that make an operating number governable.

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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.

Executive summary

Operators do not lack data. They lack an answer to a prior question: which number governs a decision, and who said so? This paper sets out the four governing decisions — definition, source authority, reconciliation, lineage — and describes how SeniorCRE represents each of them as a record an operator controls rather than a report a vendor produces.

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.

Decision one: definition

A governed definition states the measured population, the clock, the inclusions and exclusions, and the owner. Occupancy measured on billable days is a different number from occupancy measured on physical presence, and both are legitimate. What is not legitimate is leaving the choice implicit and then arguing about the output.

Decision two: source authority

For every governed figure, exactly one system is granted the authority to state it, for a stated period, by a named operator role. Authority is granted, dated, and revocable. It is not inferred from which integration happens to be newest.

Decision three: reconciliation

Reconciliation is a rule, not a meeting. The rule names the tolerance, the tie-break, the escalation path, and the person who decides when the rule does not fit. Reconcile once under governed rules; stop re-reconciling downstream.

Decision four: lineage

Lineage is the record of how a figure came to be: which sources contributed, which rule applied, what was overridden, by whom, and when. Illustrative example: a portfolio occupancy figure on a board page resolves to the community-level census extract, the billing-day rule that governed it, the two overrides an executive director entered with reasons, and the timestamp of each. Illustrative — a worked example on stated assumptions, not a measured result.

What this is not

It is not a single source of truth in the marketing sense. Operators can govern retained systems or assign selected system-of-record functions to SeniorCRE. Govern first. Replace only by choice. Platform surfaces described here are Validation-Exercised in SeniorCRE-operated validation environments with synthetic data. There is no completed operator pilot and no operator production deployment as of the date shown.

Sequencing AI

Sequence matters. An agent, model, or copilot inherits whatever authority the record around it already has. If definitions, source authority, reconciliation, and lineage are unresolved, automation industrialises the disagreement instead of settling it. Governance is the precondition for AI, not a feature of it.

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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