



Healthcare Real Estate Trends to Watch

2026 Global Real Estate Outlook

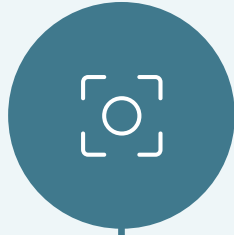
United States
December 2025



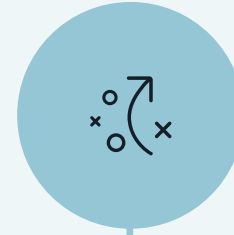
2026 Healthcare Real Estate Trends to Watch



Insurance coverage and funding reductions will decrease margins and drive further consolidation



CRE technology advancement will be essential for healthcare providers to improve operational efficiency



Data intelligence allows health systems to leverage real estate to expand operating margins



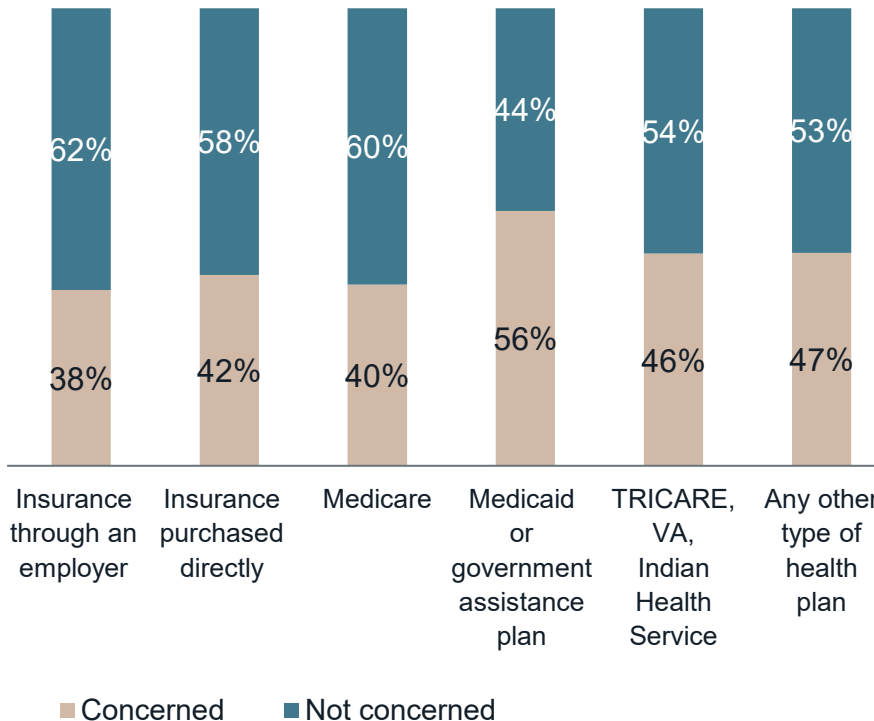
Organizations must transform patient experience using technology and hospitality-inspired spaces to drive loyalty

Healthcare | Insurance coverage and funding reductions will decrease margins and drive further consolidation

- Policy uncertainty will continue in 2026 as Medicare provisions such as coverage for telehealth, the hospital-at-home program and safety-net funding are set to expire at the end of January 2026. Enhanced ACA subsidies are set to expire at the end of December 2025, although it is possible that a compromise is met to provide some relief for low-income purchasers of exchange plans by the December 15 deadline.
- Even if funding for many or all of these provisions is extended, changes to Medicaid eligibility from the OBBBA passed this summer will decrease insurance coverage, leading to increasing uncompensated care for providers and worsening health outcomes.
- Impacts will be worse for rural providers and those in low-income areas. Organizations with existing financial instability will reduce care delivery, seek affiliations or mergers to survive, or be forced to close. For organizations with a large Medicare population, value-based care will be a must-have as sequestration reduces fee-for-service payments.
- With no end in sight to budget uncertainty, real estate and facilities leaders must undertake contingency planning, strategic scenario planning and focus on increasing efficiencies in operations.

Concerns about losing insurance coverage are high, especially for those with Medicaid

Q: Over the next year, how concerned are you about losing health insurance coverage? (n=3,844)



Source: Congressional Budget Office, July 21 estimates

To react to revenue reductions, healthcare CRE leaders are prioritizing:

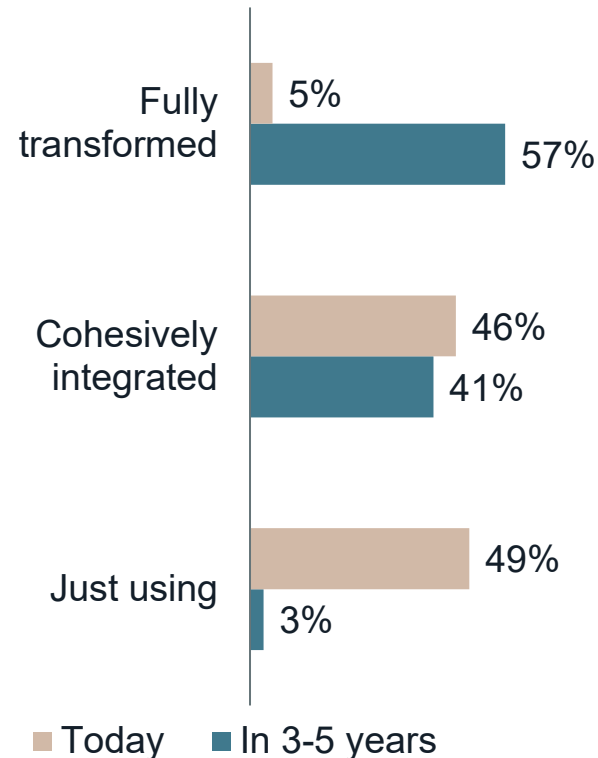
- 1 Reducing operating costs
- 2 Optimizing space utilization
- 3 Achieving organizational efficiency

Source: JLL Work Dynamics Pulse Survey 2025

Healthcare | CRE technology advancement will be essential for healthcare providers to improve operational efficiency

- Inaction on real estate and operations is more costly than taking action. The healthcare organizations that will survive and thrive in 2026 will take steps to strategically apply technology.
- Technology and AI are nothing without data: organizations will need to dismantle siloed data and design a clear, targeted data strategy.
- For **facilities maintenance**, integrating predictive technology will save money, as rush costs and downtime have a significant financial impact.
- **Sustainability performance** technology will help identify areas where energy costs can be optimized and waste reduced.
- Many health systems are also landlords but are not experts in efficiently managing this non-core business. Using **property management** technology to streamline their ambulatory facility operations will maximize the value of these investments.
- Outpatient care will continue to drive revenue growth (outpatient revenue grew 45% from 2022 to 2025 vs. 15% for inpatient) and health systems now need a comprehensive technology-led **portfolio strategy** to efficiently plan for growth.

Only 5% of healthcare organizations feel they are fully transformed in their digital maturity



Source: [Advisory Board Digital Maturity Survey](#)

Healthcare organizations can transform their CRE technology following the approach of successful programs from other industries:

90% designed clear success metrics/KPIs for CRE technology

86% audited existing technology systems, process and data across the global portfolio

83% established cross-functional team between CRE, HR, Finance and IT to clarify responsibilities

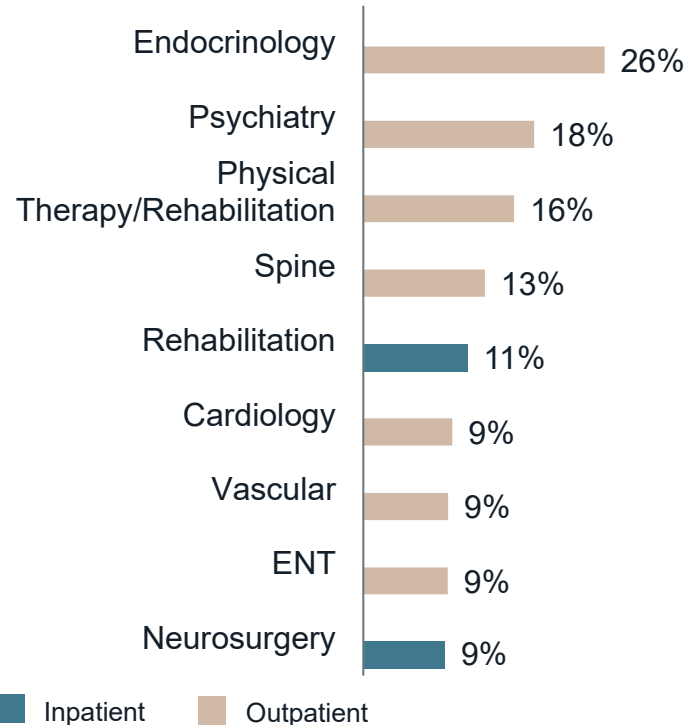
Source: [JLL Real Estate Technology Survey 2025](#)

Healthcare | Data intelligence allows health systems to leverage real estate to expand operating margins

- To gain competitive advantage in a challenging operating environment, health system strategies must focus on growing high-margin ambulatory and specialty locations and divesting underperforming assets. Portfolio strategy must be an always-on function continually evaluating potential sales of non-strategic or underperforming assets, development of land holdings or strategic purchases of leased assets.
- Integrated data will allow health systems to gain insight not only on financial performance of their portfolio today but also from predictive analytics to understand how population growth, insurance coverage, patient satisfaction and provider supply will affect locations in the future. Effective strategy will use real estate as a lever, flexing quickly in response to changing demographics and patient needs to drive revenue growth.
- Competition for sites with strong population or volume growth is fierce, so health systems will need to be decisive to act and establish market share, applying the best practices to streamline construction process to get offices open for patients.

Ambulatory services are expected to see rapid volume growth in the next 5 years

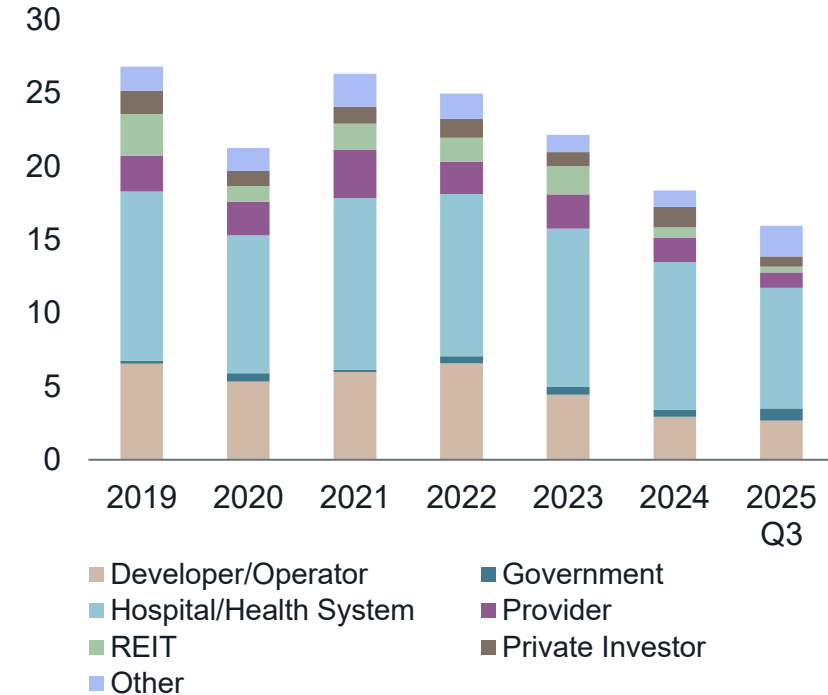
Volume change 2024-2029



Source: JLL Research, Advisory Board

Hospitals/health systems and government entities have increased their share of construction starts

MOB starts by owner type (MSF)



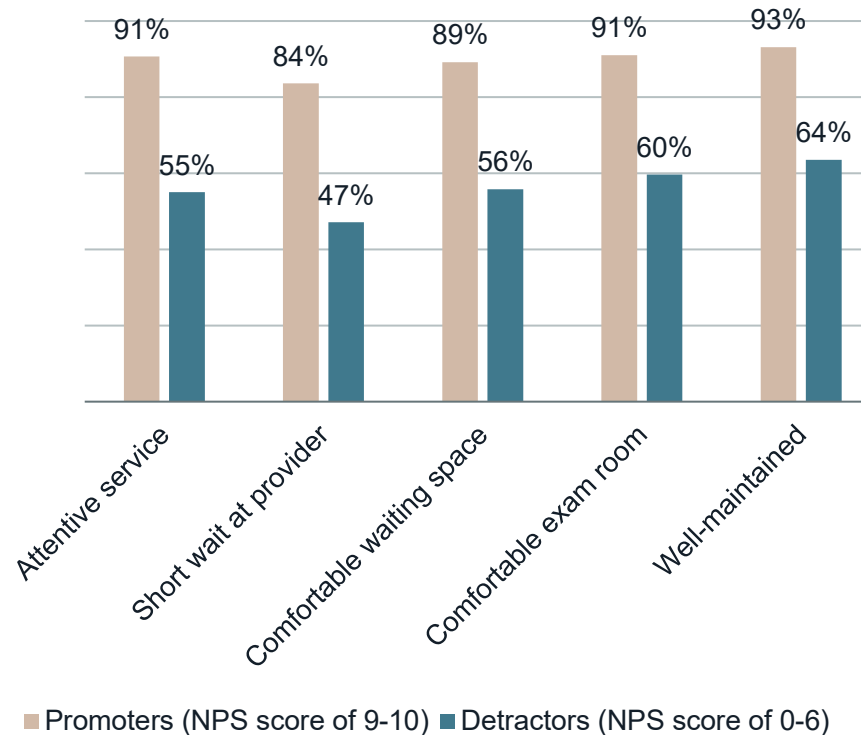
Source: JLL Research, Revista

Healthcare | Organizations must transform patient experience using technology and hospitality-inspired spaces to drive loyalty

- Patients are taking greater control over their healthcare decisions as trust in traditional health systems and has eroded. Health systems must reimagine how they engage patients, broaden care delivery and invest in the patient experience to show their focus on patient care.
- As patients turn to technology, influencers and AI for advice, health systems also need to boost their technology for patient engagement. Patient portals and a strategic use of telehealth can also reduce wait times and broaden care delivery. In the facility, simple upgrades like wifi and parking and wayfinding technology can improve experience.
- Facility design plays a key role in patient experience. Positive perceptions of the facility correlate with consumers' overall ratings of their care experience. With CMS star ratings tied to satisfaction scores, quality patient experience affects health systems' bottom line. Focusing on first impressions through hospitality-inspired waiting spaces and sustained maintenance of facilities can boost satisfaction more than renovations. Creating a distinctive patient experience in line with branding can also create comfort and loyalty for consumers.

In the 2025 JLL Patient Consumer Survey, **service, wait times and comfort in the waiting space** showed the greatest difference between those who had a positive healthcare experience and those who did not.

Percent of respondents



Patients turn to technology to access health information as trust in health systems is eroding

76%

Of consumers in 2025 say that hospitals in the U.S. are mostly focused on making money (vs. 23% in 2020)

Source: [Jarrard National Consumer Survey 2025](#)

79%

Of U.S. adults are likely to look online for an answer to a questions about a health symptom or condition

Source: [Annenberg Public Policy Center](#)

51%

Of U.S. adults are more likely to use a provider based on their patient-facing technology

Source: [2025 JLL Patient Consumer Survey](#)

Thank you

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