

For Owners of Home Health and Home Care Agencies,
and Assisted Living Facilities



SELLER'S SECRET SAUCE

BEST PRACTICES FOR SELLING SENIOR CARE OPERATIONS

In this section you will find helpful information on (i) what successful sellers do before they take their operations to market, (ii) how their deals are structured, (iii) what resources they use during the selling process, and (iv) how they manage the transaction after closing. In this segment, we discuss the essential elements of a due diligence list used by buyers.

FINANCING

SBA LOAN ELIGIBILITY TIGHTENS

Recent changes to the SBA loan guarantee program have focused on tightening eligibility and restoring pre-2021 standards. Major changes include a 10% equity requirement for change-of-ownership, reinstatement of guarantee fees, and a restriction limiting ownership to 100% U.S. citizens or nationals, excluding green card holders as of March 1, 2026. Key updates to the 7(a) and 504 programs are:

Strict Citizenship Requirements. SBA guarantee loans are now limited to businesses 100% owned by U.S. citizens or nationals.

Reinstatement of Fees. Upfront guarantee fees and lender service fees are back.

et cetera

- Amazon Pharmacy [announced](#) plans to expand its fleet of same-day delivery home drugs to close to 4,500 cities in 2026. Currently, Amazon has about 1% of the \$700 billion pharmacy market.

- In a [survey](#) of 1,200 participants, WellSky found that stress and burnout are taking a real toll on nurses and other caregivers. 44% stated they needed mental health support. 46% said financial compensation also played a role in mental health

MARKET WATCH

AMAZON PHARMACY TARGETS SAME-DAY HOME DELIVERY DRUG MARKET

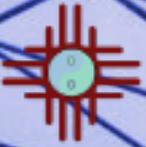
Susan Morse, Executive Editor of Healthcare Finance [reported](#) that Amazon is investing heavily in the same-day delivery home drug market. Amazon Pharmacy announced it is expanding same-day delivery to close to 4,500 cities in 2026. It is competing against Walmart, Optum Home Delivery, Cigna Express Scripts, and CVS Caremark in the home drug delivery business. According to [Seeking Alpha](#), Amazon holds only 1%

REGULATORY WATCH

US SUPREME COURT STRIKES DOWN TRUMP TARIFFS

In a landmark 6-3 decision on February 20, the U. S. Supreme Court ruled that President Trump exceeded his authority by unilaterally imposing sweeping global tariffs. The Court found that the International Emergency Economic Powers Act (IEEPA) of 1977, which Trump used to bypass Congress, does not authorize the President to impose tariffs or





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Master Practice Turnover Checklist.

The checklist is a spreadsheet that (i) identifies tasks to be done, (ii) who is responsible, (iii) what actions are to take place, and (iv) when each task will get completed. Key players include the seller, buyer, each party's attorney, and any other parties needed to close the transaction.

Checklist Tasks Sections.

Key task sections include:

- Asset purchase agreement or stock purchase agreement,
- Contingencies,
- Planning,
- Operations Set-up,
- Transfers,
- Employee Related,
- Prorations at Closing, and
- Seller Specific Tasks.

The parties work closely with their advisors to ensure all areas are covered.

MARKET WATCH

CONT'D

of the mail-order and traditional pharmacy market. Walmart has 4.8% of the pharmacy market with its 4,600 in-store pharmacies and delivery options. Seeking Alpha estimates that today's pharmacy market is about \$700 billion.

Amazon's move will reach nearly 2,000 additional communities. It entered the same-day home delivery drug market just 2 years ago in New York City and greater Los Angeles. The US same-day delivery market is expected to grow by over \$28 billion in the next 3 years. Experts believe the growth is fueled by consumer demand for speed. The online digital pharmacy market, which is expected to reach \$165 billion by 2032, should also boost growth in this same-day delivery market.



REGULATORY WATCH

CONT'D

duties. Chief Justice Roberts emphasized that Article I of the Constitution clearly grants the power to lay and collect taxes and duties to Congress, not the Executive Branch. The President must identify "clear congressional authorization" to exercise such power, which IEEPA does not provide. Several Democrat senators recently introduced a bill to refund the collected tariffs back to US consumers and importers.

et cetera Cont'd

challenges. 83% complained that healthcare workers shoulder an unfair burden for the problems facing today's healthcare system.

- Congress is considering several pieces of legislation that may reduce burn-out for physicians who care for older adults. The [Seniors' Timely Access to Care Act](#) aims to streamline the prior approval process for Medicare Advantage plan enrollees. The [Resident Physician Shortage Reduction Act of 2025](#) aims to add 14,000 Medicare-funded residency positions to hospital over 7 years.

FINANCING

CONT'D

Equity and Down Payment Rules. A 10% cash injection is required for startups and change-of-ownership loans. Seller notes for equity must be on full standby for the life of the loan.

Bank Underwriting. New standard operation procedures are tightening underwriting guidelines and increasing minimum SBSS credit scores.

7(a) Small Loan Size Reduction. The maximum for "small" 7(a) loans has returned to \$350,000 (was \$500,000).

Required Collateral. The threshold for requiring collateral has been lowered to \$50,000 (was \$500,000).

