



For Owners of Small Physician and Dental Practices



SELLER'S SECRET SAUCE

BEST PRACTICES FOR SELLING PHYSICIAN AND DENTAL PRACTICES

This section focuses on best practices used by sellers to get the price and terms they want to quickly sell their practices. In this section you will find helpful information on (i) what successful sellers do before they take their practices to market, (ii) how their deals are priced and structured, (iii) what resources they use during the selling process, and (iv) how they manage the transaction after closing. Successful sellers plan their sale and then work their plan to success. In this segment, we will discuss what occurs after the sale.

FINANCING

UNDERSTANDING SBA FINANCING

We are fortunate to access this insider guide on SBA financing. The Bancorp has published this small business lending guide, [Expert Guidance on the Phases of SBA Financing from Application to Payout](#). This guide is free to the public. You can access it [here](#). The guide is structured in a Frequently Asked Question format. Sections of the guide include Sales, Credit, Closing, Portfolio, Operations, and Construction.

The guide also includes an explanation of the SBA bank teams involved in the process. Those team roles include the Business Development Officer,

et cetera

- An AMA survey from 19,000 participants in 38 states and 106 health systems and organization ranked the top 3 most stressful medical job: Emergency Medicine, Urological Surgery, and Hematology / Oncology.

- In a recent Harvard Business School publication, a research team determined these 5 healthcare occupations at highest risk of being replaced by AI: Medical Transcriptions, Preventive Medicine Physicians, Health Information Technologists and Medical

MARKET WATCH

PHYSICIAN PRODUCTIVITY-BASED COMPENSATION IS ON THE DECLINE

The American Medical Association Policy Research Perspective issued its March 2026 report. Analyzing physician compensation methods from 2014 through 2024, it found:

- In 2024, 70.5% of physicians received compensation from salary, 55% from productivity, and 39% from bonuses.
- 60.8% of physicians received blended compensation (multiple

REGULATORY WATCH

ARE INDEPENDENT NPS GOOD PUBLIC POLICY?

About 27 US states allow nurse practitioners (NPs) full practice authority without physician supervision. Independent NPs can evaluate, diagnose, treat, and prescribe medications. But, is this good public policy? Proponents for the policy argue that it (i) increases access to care, (ii) improves efficiency, (iii) has comparable high-quality of care to





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SELLER'S SECRET SAUCE

CONT'D

After the Sale - the Transition

Most practice sales include a transition period. This period can range from 6 months to two years. During this period, the Seller transfers practical knowledge and know-how about the practice - the secret sauce.

The new owner uses this transition period to develop a rapport with the staff to communicate practice vision and expectations. Patients take some time to warm up to the new practitioner. The Seller assures patients that they will receive the same level of patient care and compassion that they received from the Seller. The Seller's role changes from owner to resident subject-matter expert employee and coach. The new owner listens to her patients and staff members. She assesses what changes need to occur and gradually implements them. She seeks feedback and adjusts accordingly.

MARKET WATCH

CONT'D

sources)

- o The proportion of physicians paid solely on production or practice financial performance declined over the 10 year period.

- o physician-owners received less salary-based and more productivity-based or financial performance-based compensation that employed physicians in 2024.

- o Female physicians have a larger share of compensation from salary-based models than their male counterparts.

- o Surgical specialists relied more on productivity-based compensation than most other physicians.

Read the full report [here](#).



REGULATORY WATCH

CONT'D

physicians, (iv) lower healthcare costs, and (v) allows NPs to exercise the full extent of their education and training. Opponents to the policy argue that (a) it can lead to fragmented patient care, (b) NPs tend to order more diagnostic imaging and lab tests compared to physicians, (c) it raises concerns about liability and safety, (d) NPs face resistance from physicians regarding collaboration, and (e) regulations vary by state which may create complexity in the profession.

et cetera Cont'd

Registrars, Medical Record Specialists, and Generic Counselors.

- Bane & Company reported that private equity investments in healthcare reached a record high in 2025. The 4 highest deal count sectors were Health IT, Dental Care, Outpatient Care, and Medtech. In the Dental Care sub-sector, the top 5 deal count categories were General Dentistry, Orthodontics, Oral Surgery, Endodontics, and Pediatric Dentistry.

FINANCING

CONT'D

Credit Officer (Underwriting), Closing Team (Loan Closer), Construction Loan Officer, Construction Disbursement Officer, and Portfolio Officer.

SBA loan guarantees are an important part of small business lending in the US. Many medical practitioners use SBA financing to start-up their practices, expand their practices through real estate purchases, and grow their practices through acquiring other practices.

A special thanks goes to [The Bancorp Small Business Lending](#) team!

