

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 what happens 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

- 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 Registrars, Medical Record Specialists, and Generic Counselors.
- In April, CMS and the Food and Drug Administration introduced a pathway that

MARKET WATCH

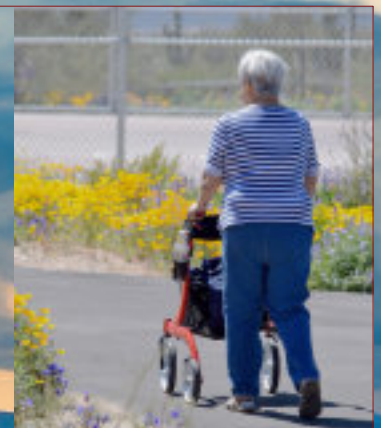
HOSPITAL SYSTEMS TOP LIST FOR BEST REFERRAL SOURCE FOR HOME-BASED CARE

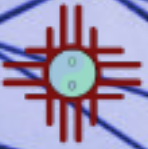
[Home Health Care News](#) recently published a Homecare Homebase report on the top referral sources for 2026. In 2026, hospital systems remain dominant, with word of mouth and senior living close behind. This trend indicates that upstream clinical alignment is now more valuable than downstream volume, states Homecare Homebase. The rankings, with the best referral sources listed first, were:

REGULATORY WATCH

CMS MANDATES HCBS QUALITY MEASURES FOR 2028

On April 28, the Centers for Medicare & Medicaid Services published a notice for comment on establishing a set of nationally standardized quality measures for Medicaid-funded Home and Community-based Services (HCBS) programs. **23 are mandatory; 3 are voluntary.** You can access the Federal Register [here](#). CMS states that the goal of the





PENUMBRA

SUMMER 2026

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

SELLER'S SECRET SAUCE

CONT'D

After the Sale - the Transition

After closing, the Seller and Buyer update their implementation calendar. That calendar includes:

- General administrative orientation (how do things work, UserIDs and passwords, where are key items, what issues are currently hot)
- Meet the employees sessions; discuss expectations
- Controls and financial systems (accounting, cash control, payroll, accounts payable, audit reports),
- Patient records review (history, open items, opportunities),
- Assessment of current marketing programs and advertising promotions).

MARKET WATCH

CONT'D

1. Hospital systems (29%)
2. Word of mouth (17%)
3. Senior living facilities and assisted living (15%)
4. Physician offices (12%)
5. Personal care (9%)
6. Skilled nursing facilities (8%)
7. Other community sources (4%)
8. ACO / MCO (3%)
9. JV partner or sister organ'n (2%)
10. Palliative care programs (1%)

This ranking is a major shift from the ranking in 2024 when hospitals and physician's offices were the most preferred referral sources. The report is based on survey data from 103 professionals from home-based care organizations. Most respondents identified as C-suite executives, owners, VPs, or directors.



REGULATORY WATCH

CONT'D

legislation is to (i) promote more common and consistent data within and across states regarding HCBS, (ii) create opportunities for CMS and states to have comparative quality data on HCBS programs, and (iii) drive improvement in quality of care and outcomes for people receiving HCBS. In fiscal year 2023, 8.4 million Medicaid beneficiaries received HCBS and HCBS accounted for \$145.9 billion in Medicaid expenditures.

et cetera

Cont'd

could reduce the time it takes Medicare beneficiaries to access breakthrough medical devices from a year to only several months. This program, [RAPID](#), would allow CMS access to evidence generated by FDA review to support CMS's Medicare coverage decisions.

- Berkshire Hathaway HomeServices California has a new way to attract prospective senior clients: Realty TV. It hosted its first YouTube episode. You can view its [here](#).

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!](#)

