NON-SKILLED HOME CARE SERVICES DRIVE M&A ACTIVITY IN THE HOME CARE SECTOR

HOME CARE SECTOR UPDATE | MARCH 2024





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Home Care

Non-Skilled Home Care Services Drive M&A Activity in the Home Care Sector

KEY SECTOR TAKEAWAYS

Capstone Partners' <u>Healthcare Investment Banking Group</u> is pleased to share its Home Care report. Overall, 92 merger & acquisition (M&A) transactions were closed in Home Care (comprised of Home Health Care, Non-Skilled Home Care and Hospice) despite many industry participants being challenged by macroeconomic and reimbursement headwinds.

With transaction volume up 4.1% year-over-year (YOY) at the end of 2023, Non-Skilled Home Care has been a bright spot for the broader Home Care sector. Driven by a favorable confluence of market dynamics including unprecedented demand, increased government Medicaid spending, and the growing use of technology to optimize care delivery, Non-Skilled Home Care companies are expected to continue to garner significant attention from both strategic and financial buyers. Several key report takeaways are outlined below.

- 1. Non-Skilled Home Care experienced a rebound in M&A volume, outperforming pre-pandemic and 2022 levels, while the broader Home Care sector struggled as a result of rising interest rates, Medicare Advantage penetration, Medicare rate cuts, and unmet seller valuation expectations.
- 2. Unprecedented demand for Non-Skilled Home Care is being driven by the historic growth in the population of individuals who require assistance with activities of daily living (ADL).
- 3. Non-Skilled Home Care providers are finding innovative ways to manage pervasive staffing and retention challenges through the adoption of alternative business models, the use of technology, and a strong focus on culture and benefits.
- 4. Non-Skilled Home Care providers are diversifying into tangential services in a bid to maximize walletshare and reduce exposure to payor concentration and "stroke of the pen" risk.
- 5. Providers are leveraging advancements in technology like artificial intelligence (AI) and remote patient monitoring (RPM) to improve operational efficiencies and lower the total cost of care.
- 6. The U.S. Centers for Medicare and Medicaid Services (CMS) proposed a rule in 2023 (*Ensuring Access to Medicaid Services*) that, if finalized as proposed, would have significant implications for the profit margins of Home and Community Based Service (HCBS) providers. A final ruling is expected Q1/Q2 2024.

Capstone Partners has developed a full suite of corporate finance solutions, including, financial advisory services, merger and acquisition advisory, debt advisory, and equity capital financing to help privately owned businesses and private equity firms navigate through each stage of a company's lifecycle.

To learn more about Capstone's wide range of advisory services and Home Care sector knowledge, please <u>contact us</u>.

NON-SKILLED HOME CARE SEGMENT DYNAMICS

Non-Skilled Home Care, also known as Personal Home Care or Non-Medical Home Care, has become a leading area of growth in the Home Care sector and the primary area of focus for investors. Non-Skilled Home Care involves the provision of non-medical care or support for individuals in their homes. This type of care has been designed to help individuals, especially seniors, maintain their independence by assisting with daily tasks that they may struggle with due to age, disability, or other conditions. Non-Skilled Home Care providers typically employ caregivers who provide individualized assistance with ADL, housekeeping, meal preparation and safety management. Robust demand and increased government spending have fueled strong investor interest in Non-Skilled Home Care businesses. However, like the broader Home Care sector, Non-Skilled Home Care has been dealing with challenges resulting from the historic workforce shortage. Several key dynamics at play in the Non-Skilled Home Care segment are highlighted below.

Robust, Long–Term Demand

The aging U.S. population has increasingly made up a significant portion of the Non-Skilled Home Care market. The Baby Boomer generation has been catalyzing a considerable change in the age distribution in the U.S. Approximately 10,000 Baby Boomers reach the age of 65 every day, according to the U.S. Census Bureau.¹ Additionally, it is projected that 18% of the U.S. population will be aged 65 or older by the year 2030. As life expectancy continues to rise in the U.S., there has been a growing need for policies and services like Non-Skilled Home Care that cater to the aging population. Further, with advancements in technology like telemedicine and RPM making the home a viable option for quality care, "aging in place" has become the strong preference for seniors. A vast majority (88%) of adults aged 50-80 believe it is important to remain in their homes for as long as possible, according to the National Poll on Healthy Aging.²

• Medicaid Rate Increases

Spending on state Medicaid programs has provided a positive indicator for the direction of Medicaid reimbursement rates for Non-Skilled Home Care businesses. COVID-based programs such as the Federal Medical Assistance Percentage (FMAP) have helped to increase the share of federal Medicaid spending. Several states have been considering or have recently adopted the Affordable Care Act's (ACA) Medicaid expansion, increasing coverage for low-income individuals. This expansion is partly encouraged by temporary fiscal incentives from the American Rescue Plan Act (ARPA). Since the pandemic, total Medicaid spending (state and federal) has experienced continued annual growth. Specifically, Medicaid spending at the state-level has surged in recent years, growing 13% YOY from 2022 to 2023 and projecting 17% growth in 2024, according to KFF.³

Diversification of Services

Non-Skilled Home Care providers have been increasingly adopting a more holistic approach to care, diversifying their capabilities to cover a wider range of services that cater to an individual's daily needs such as move management, adult day care, laundry, meals and transportation. Expansion through geographic and service diversification drives the top line while making the provider less susceptible to the risk of a single payer or regulation severely impacting the business model. It also makes providers attractive to health systems and payers, positioning them as a one-stop-shop for patient care. Of note, Non-Skilled Home Care franchise, Home Instead, moved into high-acuity care through its partnership with DispatchHealth and has expanded its services to over 30 new regional markets since 2022 while improving overall patient outcomes, according to a press release.⁴

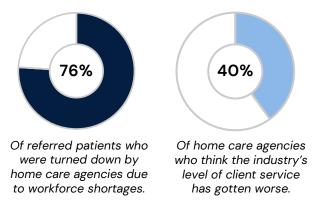
Leveraging Technological Advancements

Non-Skilled Home Care providers have been leveraging technology such as RPM, AI, telehealth, and digital platforms to optimize care delivery, address workforce challenges and improve operational efficiencies. Businesses in the space have increased their budgets for RPM and telehealth by 50%, according to Health Recovery Solutions CEO Jarrett Bauer.⁵ AI has become a buzzword across the Home Care industry, with many potential use cases including solving critical workforce challenges like retention. AI can be used to optimize workforce travel routes and shift scheduling, both major contributors to burn-out. Some providers have already used AI software to improve their business development initiatives, identifying optimal areas for expansion or acquisition targets.

PERVASIVE SHORTAGE OF DIRECT CARE WORKERS

The broader Home Care sector has been grappling with a critical shortage of direct care workers (DCWs). Unlike other industries that compete for the same pool of labor, like Hospitality and Retail, Medicaid reimbursement rates have not kept up with wage inflation. Despite their essential role, DCWs have continued to struggle with low wages, lack of benefits, limited career advancement opportunities, high stress, and burnout. The workforce crisis threatens the availability and quality of care, as a sufficient supply of DCWs is paramount to the process of transitioning individuals out of acute institutional settings.

Workforce Shortages Effecting Care Outcomes



Source: Home Health Care News, MissionCare Collective, and Capstone Partners

With demand far exceeding supply, referral rejection rates have skyrocketed to 76% as providers don't have adequate DCW support, according to Home Health Care News.⁶ Further, while the turnaround time from a physician or family referral to a worker in the home used to take 24 to 48 hours, now it can take as long as two weeks, according to a Home Care Association of America report.⁷ The crisis has been further exacerbated by high turnover rates, with a 64% turnover rate among DCWs within the first year of hire, according to a MissionCare Collective report.⁸ High rates of turnover have been shown to disrupt the continuity of care, lowering the likelihood of quality outcomes. Currently, 54% of homecare workers rely on some form of public assistance while 59% of DCWs have no discretionary income, according to the MissionCare report. This fact has contributed to the high rate of DCW turnover, as workers who receive promotions or wage increases typically become ineligible for public assistance programs, subsequently discouraging long-term careers for caregivers.

 Wages are low and reimbursement rates stagnant, leading to a unique challenge for providers to think creatively to attract, engage, and retain workers. It's time to transform our industry.⁸
 Brandi Kurtyka CEO, MissionCare Collective

The State of the Direct Care Workforce

Providers and industry stakeholders are deploying varying strategies to address the workforce challenges. While some providers are increasing DCW compensation or leveraging advanced technology, others are placing an emphasis on culture and benefits to counter burn-out and drive loyalty. HouseWorks, a home care provider and active acquirer in the space, has prioritized DCW career development to improve turnover rates and incentivize long-term retention. In 2023, the company launched its Caregiver Pathway program which provides its DCWs with compensation for attending career development sessions that include simulated scenarios to help improve clinical and relationship skills. The program's inception was driven by an observed link between professional development of critical thinking skills and workforce retention, according the Home Care Association of America report.

Self-Directed Care

Another provider strategy that has grown in popularity has been to employ family caregivers to take care of their loved ones under a self-directed care (SDC) model. While notably popular in pediatric home care, this model has been utilized across demographics. Providers benefit from this model because the DCW comes with the individual in need of care, solving issues of recruitment and retention. Further, family caregivers are more cost-effective to minimizing administrative employ, overhead, simplifying logistics, and typically requiring less in total compensation. Under this model, family caregivers benefit from training, compensation and provider support; care recipients benefit from increased comfort, trust, and continuity of care; and states benefit from the reduced cost of care and decreased hospitalization. While all U.S. states support some form of SDC through various programs, the availability, scope, and limitations can vary widely between states. Family CNA, a variation of this model in which providers train family members to become certified nursing assistants prior to employment, has seen a notable surge in popularity as more states begin to offer the program.

SHIFTING REGULATORY ENVIRONMENT

CMS Proposal: The "Access Rule"

While HCBS providers, including Non-Skilled Home Care, are experimenting with various solutions to the DCW shortage, CMS has set forth its own solution through a dramatic rule proposal in April 2023. If finalized as written, the rule would establish a federal minimum standard for DCW compensation for homemaker services, home health aide services, and personal care services. The proposal would require providers to pass through at least 80% of all Medicaid payments to compensation for DCW, essentially placing a federally mandated 20% ceiling on gross profit for HCBS providers, according to CMS.⁹ The agency argues there is an "inextricable link" between sufficient payments being received by the direct care workforce and access to and, ultimately, the quality of HCBS received by Medicaid beneficiaries. Other provisions of the Access Rule focus on strengthening access to care and increasing provider transparency through data disclosure and stringent reporting requirements. CMS proposes a deadline of four years after the effective date of the final rule to implement the new standards.

Access Rule: Key CMS Definitions

CMS defines DCWs (employed or contracted) as the following:

- Nurses/nursing assistants, home health aids, personal care attendants, direct support professionals
- Providers of assistance with ADL
- Providers of services that promote community integration (behavior & employment supports)

CMS defines compensation as salary, wages, benefits, other renumeration as defined by the Fair Labor Standards Act and the employer's share of payroll taxes for those using a 1915(c) waiver.

The market's reception to the proposal of an unprecedented federal minimum standard for DCW compensation was overwhelmingly negative, with HCBS industry stakeholders citing concerns that this would drive a lot of smaller providers out of business, accomplishing the opposite of the rule's intention. While the months following the proposal saw a chilling effect on investor interest towards potentially effected businesses, this proved short-lived as doubt has been cast that the rule will be finalized as proposed.



David Wolberg Vice President

"The looming CMS "Access Rule" proposal is certainly something that HCBS investors are keeping an eye on. However, the vast majority of investors that have experience in HCBS tell me that the proposal has not materially altered their M&A strategy or dampened their appetite for investment in the space. Investor sentiment has been that the final rule will likely be less draconian than the proposal and that actual implementation will likely take much longer than stated."

While Addus Homecare (Nasdaq:ADUS), a leading Non-Skilled Home Care provider, experienced a 28.3% decrease in its stock price upon the release of the rule proposal, it has since recovered 25.1% as of March 8, 2024. Addus CEO Dirk Allison recently expressed bullish sentiment regarding the CMS rule in the company's Q4 earnings call, stating that he is "more positive about the Medicaid access rule," that the final rule could be "significantly different than the proposed rule", and that while he is not sure "whether [the rule] will contain the 80% requirement, a different requirement, percentage or ultimately be implemented, we would not be surprised to see the four-year implementation period extended."¹⁰ It is widely anticipated that CMS will be releasing the final rule in April 2024.

Other Regulations To Watch

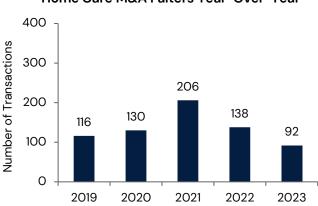
Federal Ban on Non-Compete Agreements: The Federal Trade Commission (FTC) is expected to vote on its proposed nationwide ban on noncompete agreements in April 2024. If passed, this would have major implications for the Home Care industry, as non-competes are an essential tool that providers use to protect their interests.

DOL's Final Rule on 1099 v. W2: In January 2024, the U.S. Department of Labor (DOL) issued a final rule on the test used to determine whether someone is an independent contractor or an employee under the Fair Labor Standards Act (FLSA). The new rule takes a multifactor approach to determine a worker's classification, weighing a "totality-of-circumstances". This unwinds the 2021 Independent Contractor Rule, which many viewed as a simpler test, more likely to result in a worker being classified as an independent contractor.¹¹

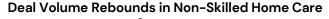
NON-SKILLED HOME CARE SEGMENT EXPERIENCES M&A REBOUND

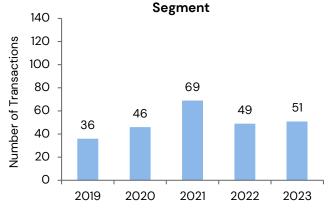
The Home Care sector recorded 92 M&A transactions in 2023, a 33.3% decline YOY compared to 138 deals in 2022. The sector's M&A volume trend in recent years has followed the broader M&A market, with a spike in activity during 2021 and a decline the following two years. Additionally, dealmaking in the sector in 2023 failed to outperform pre-pandemic levels due to rising interest rates and Home Health Care segment headwinds, such as Medicare rate cuts and increased Medicare Advantage penetration.

Despite the decline in the broader Home Care sector, Non-Skilled Home Care experienced a rebound in M&A volume in 2023, outperforming both pre-pandemic and 2022 levels. Demand for Non-Skilled Home Care businesses has remained strong, even in the shadow of the CMS Access Rule proposal. Unprecedented demand for care and increasing government support has bolstered the segment's M&A growth, both by new entrants and pursuing sponsor-backed platforms add-on acquisitions. M&A deals led by private strategic buyers accounted for 43.5% of total transactions in 2023, while private equity add-on deals accounted for 38%. While the interest rate environment is projected to remain consistent through the first half of 2024, any reductions in borrowing costs are likely to encourage more direct investment in the segment from sponsors.



Home Care M&A Falters Year-Over-Year





Source: Capital IQ, FactSet, PitchBook, and Capstone Partners

Valuation Analysis Valuation Method **Average Revenue Multiple Average EBITDA Multiple** Personal Home Care Services M&A 8.6x 1.1x Transactions < \$500 mm EV (2020-2023) Home Care Sector M&A Transactions 1.4x 7.1x < \$500 mm EV (2020-2023) Healthcare Industry M&A Transactions 2.7x 9.3x \$10-\$250 mm EV (2023)

Source: Capital IQ, FactSet, PitchBook, GF Data®, and Capstone Partners

The Non-Skilled Home Care segment has outpaced the broader Home Care sector on an EBITDA multiple basis, with M&A purchase multiples in the space averaging 8.6x EV/EBITDA between 2020 and 2023. Buyer selectivity in 2023 pressured M&A multiples across most industries, with the average EBITDA multiple mirroring the prior year at 9.6x, down from 10.7x in 2021. However, the non-cyclical nature of the Healthcare industry has helped to insulate personal home care businesses from declines in demand. Due to the industry's labor crisis, well staffed Non-Skilled Home Care businesses with robust recruiting channels and demonstrated profitability in key geographic regions have traded at premium valuations. Additionally, investors in the space are increasingly scrutinizing the strength of a business' management team, placing an emphasis on the target's ability to comply with state Medicaid reimbursement regulations and produce consistent earnings growth.

NOTABLE HOME CARE M&A TRANSACTIONS





Waud Capital acquired home care franchise, Senior Helpers, in March 2024 for an undisclosed sum. Based in Maryland, Senior Helpers, is one of the largest home care services providers with over 380 locations across the U.S., Canada, and Australia, according to a press release.¹² This acquisition is one of Waud's biggest investments in the Non-Skilled Home Care space and highlights the firm's diversified approach to the Health Care industry, with previous acquisitions in the Home Health, Home Infusion, Physical Therapy, Healthcare Staffing, and Medical Supplies spaces.



BARTON'S ANGELS Home Health Care Services in the Pioneer Valley

Best of Care acquired Barton's Angels, a Massachusetts-based personal home care provider, in December 2023 for an undisclosed sum. Best of Care, also based in Massachusetts, decided to bolster its foundational Home Care business, adding 60 caregivers and over 120 clients in the transaction, according to the press release.¹⁴ Best of Care has set a goal of becoming a one-stop-shop for seniors navigating the aging process including the service areas of Home Care, Care Management, and Transportation.





Havencrest Capital Management-backed, Avid Health at Home, acquired Independence 4 Seniors (I4S) in October 2023 for an undisclosed sum. The Illinois-based I4S provides personalized nonmedical home care services for seniors in the Chicago area. The transaction represented Avid Health's second personal home care business acquisition in Chicago in 2023. "Independence 4 Seniors will allow Avid to further establish its footprint in the Chicago market and provide critical density as we grow our patient population," said Avid CEO Jen Lentz, in a press release.¹⁶ PurposeCare



PurposeCare, a portfolio company of Lorient Capital, also acquired Queen City Skilled Care in January 2024 for an undisclosed sum. Queen City primarily offers personal home care services including medication management, dieticians, and social services. The company also provides skilled nursing services such as care coordination and wound care. Queen Care's diverse services were an attractive feature for PurposeCare. "We're building out a platform to coordinate care between home care and home health care," said PurposeCare CEO Rich Keller in the press release.¹³





The Halifax Group acquired the Worldwide Home Care Division of French diversified service provider Sodexo (ENXTPA:SW), in October 2023 for an undisclosed sum. The transaction included Sodexo's Home Care 700 locations across the U.S., U.K., Ireland, France, Denmark, Norway, Sweden, and Brazil, according to a press release.¹⁵ The Halifax Group, a middle market private investment firm, is expected to partner with the Home Care business unit's management team, building on its previous experience in the space with Interim HealthCare (October 2012, undisclosed).

NEW DAY Healthcare



New Day Healthcare, a private investment group led by industry veteran G. Scott Herman, acquired Pride PHC Services in September 2023 for an undisclosed sum. Pride provides in-home personal care medication management services primarily funded by Medicaid. This transaction is the latest in New Day's "burn the ships" acquisition strategy in the Home Care sector. With six transactions in the past three years, New Day now serves 3,200 daily home health patients, 500 hospice patients, and 6,000 personal home care patients, according to a press release.¹⁷

SELECT PERSONAL HOME CARE SERVICES TRANSACTIONS

Date	Target	Acquirer	Target Business Description	Buyer Type	Target Location
03/22/24	Senior Helpers	Waud Capital	Provides a software platform for patient administration to personal home care services businesses.	Direct	Maryland
02/01/24	Intrahealth Systems	Healwell AI (TSX:AIDX)	Provides a software platform for patient administration to personal home care services businesses.	Public	Canada
01/16/24	A/Abiding Home Care	PurposeCare	Offers in-home care, hospital-to-home, specialized care and assistance services.	Add on	Illinois
01/16/24	Michiana Home Care	PurposeCare	Provides both home health and personal home care services to seniors.	Add on	Michigan
01/16/24	Queen City Skilled Care	PurposeCare	Operates a home care company intended to serve senior citizens.	Add on	Ohio
12/06/23	Barton's Angels	Best of Care	Provides individualized non-medical homecare.	Private	Massachusetts
11/10/23	Living Assistance Services	Integracare	Offers companionship home care services intended to help the elderly maintain their independence.	Add on	Canada
10/31/23	Home Instead	Rockmont Capital Partners	Provides personalized in-home care services intended for elderly persons.	Platform	Nebraska
10/31/23	Sodexo's Home Care Division	The Halifax Group	Operates a senior and adult care franchise network in the Non-Medical In-Home Care market.	Platform	California
10/30/23	AssuriCare	CHCS Services	Develops a platform for managing and handling home care claims.	Add on	Massachusetts
10/30/23	Independence 4 Seniors	Avid Health at Home	Provides senior home care services.	Add on	Illinois
09/20/23	Pride PHC Services	New Day Healthcare	Offers in-home care services including personal attendant services.	Private	Texas
09/20/23	Texas Home Care Partners	Advantagecare Home Health	Operates in-home care services for seniors and individuals with disabilities in Houston and Austin.	Private	Texas
09/13/23	True to You Homecare	RT Medical	Provides homecare solutions including dementia care, personal hands-on care, and medication reminders.	Private	Canada
08/30/23	Your Home Court Advantage	Community Based Care	Offers home care services to seniors and veterans including personal care, companionship, and chores.	Add on	Ohio
08/10/23	For Papa's Sake Home Care	Avid Health at Home	Provides customized home care services and assistance for seniors and their families.	Add on	Illinois
06/30/23	Right Choice In-Home Care	Prime Providers	Offers in-home personal care and respite services to patients with intellectual disabilities.	Add on	California
06/29/23	American Homecare	Addus HealthCare	Provides homecare services to families and individuals.	Private	Tennessee
06/16/23	Bluebird Homecare	The Pennant Group (Nasdaq:PNTG)	Offers companionship, concierge, diabetes care, transportation, and errands services.	Public	Tennessee
05/01/23	Comfort Keepers Franchising	The Private Investment Group	Provides non-medical in-home care services such as meal preparation and incidental transportation.	Private	California
04/19/23	Summit Home Care	LHC Group	Operates as a specialty home care agency.	Public	Ohio
04/01/23	Ambassador Home Health Services	Boyne Capital Management	Provides home care services such as personal care, companion care, and respite care.	Platform	Florida
03/03/23	Platinum Select Care	Boca Home Care	Offers home care services such as mobility support, medication management, and dementia care.	Add on	Florida

Source: Capital IQ, PitchBook, FactSet, and Capstone Partners



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Based out of Philadelphia, Eric serves as a Managing Director at Capstone Partners and leads Capstone's Health and Medical practice. Eric has successfully completed more than 100 transactions in sectors including health care services, medical devices and diagnostics, pharmaceutical outsourcing, behavioral health, and healthcare staffing. Prior to Capstone, Eric was responsible for managing the Eastern region for Morgan Stanley Smith Barney's Capital Strategies Group and its predecessor, Citi Capital Strategies. Eric has 25 years of experience managing strategic sale assignments and leveraged recapitalizations for owners of privately held companies. In 2022, he received the "Americas M&A Deal of the Year" at the M&A Atlas Awards for his work on the acquisition of EBS Healthcare.

He has also executed complex cross-border transactions with foreign buyers based in London, Germany, Sweden, and Switzerland and has structured deals with leading private equity groups and strategic corporate buyers. Previously, Mr. Williams worked as a senior executive with Newport Securities Corporation.



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David is a Vice President in Capstone Partners' Corporate Investment Banking Group specializing in Home and Community Based Services (HCBS) and Elder Care. He has over 10 years of experience advising M&A transactions in the Health Care Industry from both the sell-side and the buy-side. Based in Capstone's Boston office, David is responsible for all aspects of deal execution including company and financial analysis, buyer negotiations, marketing material preparation, management presentations and due diligence.

Prior to joining Capstone Partners, David was a Director of M&A, leading deal execution within Sevita Health's corporate development team. David began his career at Shadowfax Capital, a sell-side M&A advisory firm where he specialized in long-term care and specialty healthcare services.



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FIRM TRACK RECORD

Capstone's <u>Healthcare Investment Banking Group</u> has represented numerous businesses across the Healthcare industry. The Healthcare Group's highly skilled transaction execution team leverages their extensive buyer and investor relationships and in-depth sector knowledge to provide a favorable outcome on behalf of their clients. Sample recent engagements are outlined below.



Capstone's Healthcare Transaction Awards



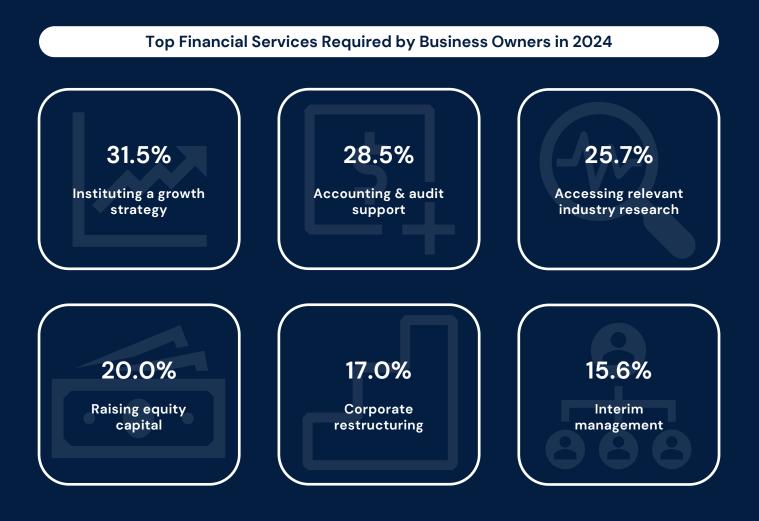




CAPSTONE'S PROPRIETARY RESEARCH REVEALS TOP SERVICES IN DEMAND

The current stage and initiatives of a business often dictates which financial services are in demand. As the majority of CEOs polled in Capstone's 2023 Middle Market Business Owners Survey indicated growth strategies are a priority for 2024, the lion's share (31.5%) of owners anticipate a need for growth strategy support services. Similarly, 28.5% of owners require accounting and audit support to shore-up cash flows and establish financial stability. In addition, more than one-fourth of CEOs demonstrated an interest in accessing relevant industry research to keep up with emerging industry trends, complete competitor analyses, and track capital markets activity in their space.

Capstone has developed a full suite of <u>corporate finance solutions</u> to help privately owned businesses and private equity firms through each stage of the company's lifecycle, ranging from growth to an ultimate exit transaction. In addition, we developed a specialty consulting practice to provide financial advisory services to companies experiencing distress or performance challenges. All of these capabilities are supported by 16 industry groups, an active sponsor coverage group, and a dedicated market intelligence team.



Question: Have you ever had, or do you anticipate having, a need for any of the following services? Source: Capstone Partners' Middle Market Business Owner Survey, Total Sample Size (N): 435

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