Industry Leader

Our readers, your customers ... the industry decision makers
Our 40,000+ readers are the purchasing engine for the $150 billion-plus nursing home market. They are:
• The owners and top executives who determine business strategies and policies
• The executive directors/administrators who oversee and carry out day-to-day operations
• The directors of nursing (DONs) and their assistants who oversee resident care

What we deliver ... the most dedicated and engaged readers in the industry
• 100% of McKnight’s Long-Term Care News subscribers personally request receiving the magazine each year.
• More providers prefer to read McKnight’s than its other competitors combined.*
• McKnight’s is # 1 with over 50% in market share.**
• McKnight’s was rated #1 in every subject area in the Readex study of industry reading habits.*

*Source: Readex Reader Preference Survey
**Source: IMS
What customers say

TheWorxHub is proud to have worked with McKnight’s this year. The reach in both print and digitally is unparalleled. What really stands out is how the team works with your organization to make sure what you commit to will help you to reach your specific goals. They are constantly working towards improving, changing and adapting to the industry so they can continue to add value to their partners. We are very proud to call McKnight’s a partner in our success!

Wendy Mallon
Healthcare Marketing Program Manager
WorxHub

Time and time again, the team at McKnight’s Long-Term Care News delivers on their promises through a high level of professionalism and perfection in the strategic programs they offer to this market.

Pam Selker Rak, President
CommuniTech, LLC
McKnight’s is the industry’s trusted source for news that matters. Each issue delivers actionable information and updates in top-of-mind areas. These include regulatory developments, new legislation, workplace shifts, resident care breakthroughs, marketplace changes – and more. Since 1980, our flagship publication has been the go-to source for skilled care owners, operators, administrators, nursing directors and others who make purchasing decisions.

Why advertise?

- McKnight’s has 125 national awards — more than all competitors combined.

- Blind Readex survey shows McKnight’s is preferred overall by readers, with higher percentage than all competitors combined.

- Our circulation of 40,200 reaches top decision makers monthly

- All 40,200 personally request receiving our publication. We do not utilize any list rentals or bulk mailings. We are BPA audited.

- We are privately held. This allows us the unique advantage to take a long view and invest accordingly.

**McKnight’s Long-Term Care News**

**Feds trim pay bump from prior estimate**

By John O'Connor

The federal government announced it would reduce a proposed Medicare rate hike for next year. Skilled care operators will now see a $430 million increase rather than the $500 million that had been recommended.

The pay hike reflects a 2.3% market basket increase, reduced by a 0.6% “forecast error adjustment” and 0.5% for a “multifactor productivity adjustment” that is required by law, the Centers for Medicare & Medicaid Services explained.

CMS also finalized adoption of three measures called for in the SNF Quality Reporting Program that is mandated in the IMPACT Act. The measures come in these domains: skin integrity and changes in skin integrity; incidence of major falls; and functional status, cognitive function, and changes in function and cognitive function.

**Administrator salaries rising**

By Elizabeth Newman

Nursing home administrators are averaging $119,197 in annual salary, nearly a 2.5% increase over last year, according to the “Nursing Home Administrator & Nurse Executive Report 2015-2016.” Assistant administrators earn $79,290 on average, an increase of close to 1.5%. Assistant directors of nursing now earn $79,290 on average, an increase of close to 1.5%.

Directors of nursing now earn $119,197 on average, an increase of close to 1.5%. Assistant directors of nursing now earn $79,290 on average, an increase of close to 1.5%.

The report, published by the Hospital & Healthcare Compensation Service, with an endorsement from LeadingAge, also breaks down averages for major cities. An assistant director of nursing in Kansas City makes an average of $50,556, for example, while one in Baltimore would earn $76,872.

Nursing supervisors, who directly oversee residents’ clinical care, saw the largest boost in salary among nursing home employees this year, with a 3.24% increase. That brings the average salary for nursing supervisors to $66,109.

The 2015-2016 report included data from more than 175,300 workers employed in 2,089 participating nursing homes.

**Study doubts 3-day waivers**

By Emily Mongan

Skilled nursing facility admissions don’t increase when Medicare Advantage plans waive the three-day stay rule, new research asserts. Researchers from Brown University compared hospital and SNF use among Medicare Advantage enrollees in plans that kept the three-day stay requirement against those that didn’t.

Investigators found eliminating the three-day requirement resulted in a 10% decrease in hospital stays, but had no association with subsequent SNF stays.

One reason behind the study was to determine whether a three-day stay requirement “still makes sense in 2015,” Amal Trivedi, M.D., an associate professor at Brown University, told McKnight’s.

**Resident care 6**

**Wound care 8**

**Nursing 10**

**Payment & Policy 12**

**Companies 14**

**Technology 16**

**Legal Matters 20**

**Design Decisions 25**

**O'Connor 27**

**Berklan 28**

**Print Media Kit**

**Feds trim pay bump from prior estimate**

By John O'Connor

The federal government announced it would reduce a proposed Medicare rate hike for next year. Skilled care operators will now see a $430 million increase rather than the $500 million that had been recommended.

The pay hike reflects a 2.3% market basket increase, reduced by a 0.6% “forecast error adjustment” and 0.5% for a “multifactor productivity adjustment” that is required by law, the Centers for Medicare & Medicaid Services explained.

CMS also finalized adoption of three measures called for in the SNF Quality Reporting Program that is mandated in the IMPACT Act. The measures come in these domains: skin integrity and changes in skin integrity; incidence of major falls; and functional status, cognitive function, and changes in function and cognitive function.

**Administrator salaries rising**

By Elizabeth Newman

Nursing home administrators are averaging $119,197 in annual salary, nearly a 2.5% increase over last year, according to the “Nursing Home Administrator & Nurse Executive Report 2015-2016.” Assistant administrators earn $79,290 on average, an increase of close to 1.5%. Assistant directors of nursing now earn $79,290 on average, an increase of close to 1.5%.

Directors of nursing now earn $119,197 on average, an increase of close to 1.5%. Assistant directors of nursing now earn $79,290 on average, an increase of close to 1.5%.

The report, published by the Hospital & Healthcare Compensation Service, with an endorsement from LeadingAge, also breaks down averages for major cities. An assistant director of nursing in Kansas City makes an average of $50,556, for example, while one in Baltimore would earn $76,872.

Nursing supervisors, who directly oversee residents’ clinical care, saw the largest boost in salary among nursing home employees this year, with a 3.24% increase. That brings the average salary for nursing supervisors to $66,109.

The 2015-2016 report included data from more than 175,300 workers employed in 2,089 participating nursing homes.

**Study doubts 3-day waivers**

By Emily Mongan

Skilled nursing facility admissions don’t increase when Medicare Advantage plans waive the three-day stay rule, new research asserts. Researchers from Brown University compared hospital and SNF use among Medicare Advantage enrollees in plans that kept the three-day stay requirement against those that didn’t.

Investigators found eliminating the three-day requirement resulted in a 10% decrease in hospital stays, but had no association with subsequent SNF stays.

One reason behind the study was to determine whether a three-day stay requirement “still makes sense in 2015,” Amal Trivedi, M.D., an associate professor at Brown University, told McKnight’s.
McKnight’s Industry Directory

The McKnight’s Industry Directory is the only standalone supplement published in the field! Readers count on this annual sourcebook for important industry data and information, and includes over 275 vendors with contact information in over 200 categories. The McKnight’s Industry Directory also offers unique marketing opportunities. Your company can be featured both in our products/services directory – and online.

Why advertise?

- Most comprehensive Buyer’s Guide in skilled nursing sector
- Industry information highlighting trends, associations, product purchasing report pages and general information
- Long shelf life — facilities reference information throughout the year
- Your message will be seen all year long by your target audience
- All listings available in print and online for 12 months
- Distributed at national trade shows throughout the year for additional exposure
- Your company will be featured in the print edition and online
Few workplaces are changing as fast as senior living. The McKnight’s Professional Development Guide gives eldercare professionals the knowledge and insight they need to succeed! From marketplace changes to emerging roles, the PDG covers the gamut. Best of all, this annual supplement is loaded with valuable marketing opportunities that can help your firm stand out.

Why advertise?

• Only workforce development coverage in senior care

• Focus on staffing, hiring, training, retention, continuing education, e-learning

• Included in both of our Long-Term Care News and Senior Living publications, distributed to our digital readers and distributed at the major trade shows throughout the year ... this resource receives amazing exposure!

Advertising in McKnight’s Professional Development Guide was a no-brainer for us. Because our mission is to assess and develop the people who deliver care, placing our advertisement in a guide that provides such high-quality information aimed at enriching and advancing the careers of long-term care employees just made sense. McKnight’s does a wonderful job of elevating their partners as thought leaders and true solution providers. This is evident in the feedback we heard from numerous customers who stated that seeing our profile and ad within this guide solidified their opinion of us as their workforce development partner.

Katherine Johnson
HealthStream
Since 2006, we have been teaming up with NIC to publish the McKnight’s Dealmaker’s Handbook. This annual supplement helps readers better understand the interplay between those providing capital and those seeking it. It also offers insight and perspective into market forces that are constantly changing the look and feel of eldercare services. Providers count on the Dealmaker’s Handbook to get quickly up to speed on capital-related matters.

**Why advertise?**

- Editorial content focused on financial issues affecting senior care
- Your message reaches the C-Suite titles along with the top decision makers in the market
- Included in all attendees’ totebags at the NIC National Conference
- Inserted in the October issue of McKnight’s Long-Term Care News and McKnight’s Senior Living and emailed to our digital audience
- Distributed at AHCA, LeadingAge, NIC and ALFA trade shows for additional exposure throughout the year

**Dealmaker’s Handbook**

The essential guide to capital in the senior living market

Healthy or unhealthy growth?
Seniors housing is in an enviable position, given the favorable financing terms and continued growth taking place. It’s safe to say times are good. But are they too good?

What’s driving the dealmakers
Why is this a hot time for transactions in the seniors housing and care sector? Give credit to favorable market conditions, along with proven performance by operators.

Funding streams are widening
These days, there doesn’t seem to be any shortage of capital providers with a willingness to invest in the sector. That’s great news for anyone looking to borrow.

• Editorial content focused on financial issues affecting senior care
• Your message reaches the C-Suite titles along with the top decision makers in the market
• Included in all attendees’ totebags at the NIC National Conference
• Inserted in the October issue of McKnight’s Long-Term Care News and McKnight’s Senior Living and emailed to our digital audience
• Distributed at AHCA, LeadingAge, NIC and ALFA trade shows for additional exposure throughout the year
The good news for skilled nursing operators is that by focusing their efforts on preventable hospital readmissions, not only will they provide better care to their residents, but they also will be rewarded by current and future policy. Even better, Providigm researchers and software developers have teamed to help SNFs identify risk and execute smart readmission reduction initiatives. Tailored solutions can flag hospitalization risk factors so that providers can proactively adjust care processes. In the end, both patient and skilled nursing provider come out ahead.

Co-branded custom supplement

- Stand-alone custom supplement inserted into McKnight’s
- Custom piece showcasing your company
- Streamlined process that offers third-party objectivity

Custom Webinar Plus

- A recap of your webinar to be distributed to our entire print and digital audience
- One of our editors recaps the highlights of this event and formats in a 3-page article

www.mcknights.com
Awards/Trade shows/Directory

2016 Calendar of Events

NIC Skilled Nursing Investment Forum & Seniors Housing Regional Symposium
March 9-11
Dallas, TX

LeadingAge Peak Conference
March 14-16
Washington, DC

ACHCA Annual Convocation & Exposition
April 16-20
Philadelphia, PA

ALFA Spring Conference
May 9-12
Denver, CO

LTPAC HIT Summit
June 21-23
Baltimore, MD

NADONA Annual Conference
June 24-29
Austin, TX

NIC National Conference
September 14-16
Washington, DC

AHCA/NCAL Annual Convention & Expo
October 16-19
Nashville, TN

LeadingAge Annual Meeting
October 30-November 2
Indianapolis, IN

Staff List

Vice President, Publisher: Karmen Maurer
Tel: (970) 689-3813
email: karmen.maurer@mcknights.com

VP/Associate Publisher/
Editorial Director: John O’Connor
Tel: (847) 559-2884, Ext. 202
email: john.oconnor@mcknights.com

Editor: James M. Berklin
Tel: (847) 559-2884, Ext. 203
email: jim.berklan@mcknights.com

Senior Editor: Elizabeth Newman
Tel: (847) 559-2884, Ext. 204
email: elizabeth.newman@mcknights.com

Staff Writer: Emily Mongan
Tel: (847) 559-2884, Ext. 205
email: emily.mongan@mcknights.com

Art Director: Mark Speakman
Tel: (847) 559-2884, Ext. 206
email: mark.speakman@mcknights.com

Production Director: Ada Figueroa
Tel: (646) 638-6065
email: ada.figueroa@haymarketmedia.com

Group Circulation Manager: Paul Silver
Tel: (646) 638-6063
email: paul.silver@haymarketmedia.com

Publishing Coordinator: Kathryn Fallucco
Tel: (847) 559-2884, Ext. 201
email: kathryn.fallucco@mcknights.com

East Coast Account Manager: Denise De Vito
Tel: (847) 559-2884, Ext. 214
email: denise.devito@mcknights.com

Midwest/West Coast Account Manager: Ginger Kost
Tel: (630) 406-1376
email: ginger.kost@mcknights.com

ASHPE — American Society of Healthcare Publication Editors • ASBPE — American Society of Business Publication Editors • APEX — Awards for Publication Excellence
## 2016 Editorial Calendar

<table>
<thead>
<tr>
<th>Issue and Deadlines</th>
<th>Special Feature</th>
<th>Special Report</th>
<th>How To</th>
<th>Buyers Guide</th>
<th>Product Focus/Events/Value Added</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Industry Directory</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><em>Information subject to change</em></td>
</tr>
<tr>
<td>Space 11/1/15   Material 11/15</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>January</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Space 11/16/15   Material 12/1/15</td>
<td>Finance</td>
<td>Information Technology</td>
<td>Furnishings/Design</td>
<td>Bathing/Lifts</td>
<td>Resident Security</td>
</tr>
<tr>
<td><strong>February</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Space 12/10/15   Material 12/23/15</td>
<td>Medication Management</td>
<td>Rehabilitation</td>
<td>Infection Control</td>
<td>Rehabilitation/Therapy</td>
<td>Professional Development</td>
</tr>
<tr>
<td><strong>March</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Space 1/8/16     Material 1/22/16</td>
<td>Laundry/Housekeeping</td>
<td>Skin Care/Incontinence</td>
<td>Information Technology</td>
<td>Design: Furnishings &amp; Furniture</td>
<td>Fall Prevention/Resident Monitoring NIC Symposium LeadingAge Peak Conference</td>
</tr>
<tr>
<td><strong>April</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Space 2/9/16     Material 2/25/16</td>
<td>Information Technology</td>
<td>Professional Development Guide</td>
<td>Rehabilitation/Therapy</td>
<td>Resident Security</td>
<td>Laundry/Housekeeping</td>
</tr>
<tr>
<td><strong>May</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Space 3/10/16    Material 3/23/16</td>
<td>Renovation/Design</td>
<td>Bathing/Lifts</td>
<td>Finance</td>
<td>Wound Care</td>
<td>Bathing/Lifts</td>
</tr>
<tr>
<td><strong>June</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Space 4/12/16    Material 4/25/16</td>
<td>Wound Care</td>
<td>Infection Control</td>
<td>Medication Management</td>
<td>Medication Management</td>
<td>Wound Care Products ACHCA Convocation LTC HIT Summit WOCN &amp; NADONA Conferences</td>
</tr>
<tr>
<td><strong>July</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Space 5/16/16    Material 5/27/16</td>
<td>Skin Care/Incontinence</td>
<td>Furniture &amp; Furnishings</td>
<td>Wound Care</td>
<td>Software Source</td>
<td>Laundry/Housekeeping</td>
</tr>
<tr>
<td><strong>August</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Space 6/13/16    Material 6/24/16</td>
<td>Rehabilitation</td>
<td>Laundry/Housekeeping/Chemical</td>
<td>Resident Security</td>
<td>Lender Source</td>
<td>Infection Control</td>
</tr>
<tr>
<td><strong>September</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Space 7/13/16    Material 7/26/16</td>
<td>MDS Dealmaker's Handbook</td>
<td>Information Technology</td>
<td>Bathing/Lifts</td>
<td>Resident Security</td>
<td>Skin Care &amp; Incontinence NIC Conference</td>
</tr>
<tr>
<td><strong>October</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Space 8/8/16     Material 8/19/16</td>
<td>Resident Security</td>
<td>Medication Management</td>
<td>Rehabilitation</td>
<td>Infection Control</td>
<td>Beds</td>
</tr>
<tr>
<td><strong>November</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Space 9/2/16     Material 9/15/16</td>
<td>Finance</td>
<td>Wound Care</td>
<td>Professional Development/Online Education</td>
<td>Continuing Education</td>
<td>Medication Services &amp; Delivery LeadingAge Annual Meeting</td>
</tr>
<tr>
<td><strong>December</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Space 10/11/16   Material 10/24/16</td>
<td>Information Technology</td>
<td>Infection Control</td>
<td>Design</td>
<td>Skin Care &amp; Incontinence</td>
<td>Information Management/Software</td>
</tr>
</tbody>
</table>

*Information subject to change*
## Advertising Rate Card

### Display Black and White Rates (Gross)

<table>
<thead>
<tr>
<th>Position Charges (Gross)</th>
<th>Color Charges (Gross)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cover 4</td>
<td>4 color per page</td>
</tr>
<tr>
<td>Cover 3</td>
<td>2 color per page</td>
</tr>
<tr>
<td>Cover 2</td>
<td>2 color standard per page</td>
</tr>
<tr>
<td>Center spread (4C only)</td>
<td>2 color standard per spread</td>
</tr>
<tr>
<td>Editorial page</td>
<td>PMS color</td>
</tr>
<tr>
<td>Page 5</td>
<td>PMS color per spread</td>
</tr>
</tbody>
</table>

### Display Sales Contacts

**Vice President, Publisher:** Karmen Maurer  
**Tel:** (970) 689-3813  
e-mail: karmen.maurer@mcknights.com

**East Coast Account Manager:** Denise De Vito  
**Tel:** (847) 559-2884, Ext. 214  
e-mail: denise.devito@mcknights.com

**Midwest/West Coast Account Manager:** Ginger Kost  
**Tel:** (303) 406-1376  
e-mail: ginger.kost@mcknights.com

### Classified Sales Contact

**Neil Swagger**  
**Tel:** (866) 376-0949 x7067  
e-mail: nswager@associationcareernetwork.com

### Display Ad Size Specifications

**Display Ad Size Specifications**  

**Issue trims at:** 7.75" x 10.50"  
**Full page bleed:** 8.00" x 10.75"  
**Full page non-bleed:** 7.25" x 10.00"  
**Set trim marks to:** 7.75" x 10.50"

### Classified Black and White Rates (Gross)

<table>
<thead>
<tr>
<th>1x</th>
<th>4x</th>
<th>12x</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/2 page</td>
<td>5,585</td>
<td>5,075</td>
</tr>
<tr>
<td>1/3 page</td>
<td>5,225</td>
<td>4,725</td>
</tr>
<tr>
<td>1/4 page</td>
<td>4,725</td>
<td>4,300</td>
</tr>
<tr>
<td>Bottom Line</td>
<td>3,660</td>
<td>3,325</td>
</tr>
</tbody>
</table>

### Classified Ad Size Specifications

<table>
<thead>
<tr>
<th>2 column x 2&quot;</th>
<th>1 column x 4&quot;</th>
<th>Quarter Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>990</td>
<td>950</td>
<td>890</td>
</tr>
</tbody>
</table>

### Classified Black and White Rates (Gross)

- **2 column x 2" or 1 column x 4"**
  - 1x: 990
  - 4x: 950
  - 12x: 890

### Digital File Formats

- **Requested file format:** High-Resolution PDF1a
- **Mechanical Specifications:** Accepted Materials: Electronic Digital File. A SWOP standard proof of the file supplied at 100% size is required for all ads. Typesetting, camera work, stripping, scanning, film conversion and file manipulation will be billed at cost when required to convert to a useable electronic digital file.
- **Line Screen:** B/W, 2/C, 4/C: Maximum 133; acceptable 120
- **Density:** B/W, 2/C maximum 160% to 170%; 4/C maximum 260% to 280%
- **Standard Colors:** Red (100% magenta and 100% process yellow), magenta, process yellow, cyan and green (100% cyan and 100% process yellow). Colors conform to Standard Web Offset Printing (SWOP) specifications.

### Tips and Reminders for Preparing Digital Creatives

1. **No RGB, INDEX or LAB colors in graphics.**
2. All spot colors must be converted to process CMYK. We print 4-color.
3. DPI for Halftones should be between 256-304.
4. Raster images cannot be enlarged more than 125%.
5. Please do not use PDF Writer, as it is not suitable for printing.
6. When submitting a pdf, please make sure all fonts are embedded within document. TrueType, Multi-Master and Composite fonts are not recommended.
7. Please place crop marks on documents only if submitting a full page ad with bleed. Bleeds should be set to 0.25” from trim size. Trim size for full page is 7.75” x 10.50”.

### Proofs

- B/W, 2/C, 3/C ads require a digital proof at 100% size of the file supplied. 4/C ads require a Kodak Approval or equivalent SWOP standard color proof at 100% size of the file supplied. In order to ensure that everything runs smoothly, we require SWOP-certified or Kodak Approval hard copy color proofs for new ads. If ads are supplied without a color guide, 100% of actual ad size, then McKnight’s cannot accept responsibility for final printed color and content. Haymarket Media will not be held responsible if no proof is provided.

### Paper Stock:

- 45# Grade 4 Stock
- **Paper Stock:**
  - Red (100% magenta and 100% process yellow), magenta, process yellow, cyan and green (100% cyan and 100% process yellow). Colors conform to Standard Web Offset Printing (SWOP) specifications.

### Tips and Reminders for Preparing Digital Creatives:

1. **No RGB, INDEX or LAB colors in graphics.**
2. All spot colors must be converted to process CMYK. We print 4-color.
3. DPI for Halftones should be between 256-304.
4. Raster images cannot be enlarged more than 125%.
5. Please do not use PDF Writer, as it is not suitable for printing.
6. When submitting a pdf, please make sure all fonts are embedded within document. TrueType, Multi-Master and Composite fonts are not recommended.
7. Please place crop marks on documents only if submitting a full page ad with bleed. Bleeds should be set to 0.25” from trim size. Trim size for full page is 7.75” x 10.50”.

### Proofs

- B/W, 2/C, 3/C ads require a digital proof at 100% size of the file supplied. 4/C ads require a Kodak Approval or equivalent SWOP standard color proof at 100% size of the file supplied. In order to ensure that everything runs smoothly, we require SWOP-certified or Kodak Approval hard copy color proofs for new ads. If ads are supplied without a color guide, 100% of actual ad size, then McKnight’s cannot accept responsibility for final printed color and content. Haymarket Media will not be held responsible if no proof is provided.

**Paper Stock:** 45# Grade 4 Stock

**Inserts and Postcards:** Contact sales representative.

**Shipping Instructions:** Printing materials and instructions to:

**Ad Production Department**
McKnight’s Long-Term Care News
Ada Figueroa
114 W. 26th Street, 4th Floor
New York, NY 10001
Phone: (646) 638-6065
Fax: (646) 638-6120
E-mail: ada.figueroa@haymarketmedia.com