

Leslie A. Hayling, Jr., D.D.S.
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609-599-2800

As President and founder of Correctional Dental Associates and PHS Dental Services, Doctor Hayling, Jr. has successfully designed and managed contractually compliant dental services for the New Jersey Department of Corrections, the New York City Department of Correction, the Philadelphia Prison System, the New Jersey Juvenile Justice Commission, several New Jersey County Facilities, Halfway Houses and a federally funded hospital based Ryan White outreach program.

He oversees the delivery design, recruitment of staff and all related personnel matters, including training, continuing education, contracts, performance evaluations, malpractice insurance, credentials, benefits administration, operational expenses and payroll. He manages the relationships for information technology, dental laboratory services, dental supplies, dental equipment, and dental equipment maintenance.

As President and Director of PHS Dental Services for the New York City Rikers Island Dental Service, Doctor Hayling, Jr. reduced overall costs, while restructuring the staffing ratios and clinical operations. This restructuring resulted in a 25.6% increase in patients scheduled, a 48.6% increase in patients seen, a doubling of the oral surgery patients seen rate and an overall contract compliance of 99.9%. Rikers Island houses approximately 13,500 patients, with over 70,000 new admissions per year.

He was responsible for the successful design and management of the privatized New Jersey Department of Corrections Dental Service for nine years. The NJDOC delivery included the successful provision of contractually compliant comprehensive dental services to more than twenty six thousand patients in twenty four different clinics. The 1996 NJDOC Dental Service privatization, which utilized Correctional Dental Associates as the exclusive dental subcontractor, reduced overall costs by 24%, increased productivity by 95.9% and achieved documented statewide dental treatment compliance for the first and only time in the history of the NJDOC.

He coordinated the implementation and utilization of all Continuous Quality Improvement (CQI) and Internal Management Procedures (IMP). He coordinated the electronic statewide compliance monitoring for Transfer Screening, Annual recall and Class I Follow Up, which when combined with the motivated, well trained and flexible staff, resulted in a consistently documented 99 to 100% level of monthly performance, which measured the entire population. He developed the Correctional Dental Prosthetic Tracking and Compliance System, a one of a kind software application specifically for Corrections. He provided general dental and oral surgery services in regular scheduled clinic sessions. He made unscheduled site visits to every clinic in the State to ensure contractual compliance, OSHA compliance and to maintain the National Commission on Correctional Health Care Accreditations.

2004 – 2009 President, PHS Dental Services, P.C., Rikers Island Dental Service

2006 – 2009 Director of Dental Services, PHS Dental Services, P.C., Rikers Island Dental Service

Directed the restructuring of the administrative staff

Directed the restructuring of the dentist and dental assistant ratios to increase dental assistants and increase overall performance

Streamlined the electronic patient encounter procedures

Decentralized Oral Surgery for the first time and doubled the patients seen rate, decreased wait times and significantly improved emergent patient care

Reorganized the prosthetic laboratory relationships, which decreased costs, increased quality and decreased turnaround times

1995 – 2009 President, Correctional Dental Associates

1996 - 2009 Director, New Jersey Juvenile Justice Commission Dental Service

Introduced the utilization of a Digital Panorex and Digital Periapical X-rays

Coordinated the integration of these new digital systems into the Electronic Medical Record

Maintained the NJJC Semi Annual and Annual Recall Policies, while the NJDOC attempted to implement a Biennial Recall Policy

Maintained a 99% to 100% level of contract compliance with every Performance Indicator

Reduced overall costs in 2009

2008 – 2009 Director, Philadelphia Prison System Dental Service

Restructured and increased the dental staffing and administrative component, including a Director, Coordinator of Clinic Operations and Regional Coordinator. Established the PPS Dental Service on a delivery level commensurate with other large correctional systems, which were compliant with the service requirements

Standardized the delivery, scheduling, treatment, reporting and oversight

Cross trained and assigned all dental staff to multiple facilities and implemented a pleasant and positive team approach to achieve consistent, standardized and cost effective care

Initiated evening and weekend clinic sessions

Initiated onsite oral surgery clinics, which eliminated the transportation burden from Corrections, reduced the clinic load at CFCF and increased access to oral surgery care

Eliminated all surgical and restorative treatment backlogs

Implemented the nationally accepted Dental Classification System for all patients

Established the examination of all Sick Calls within the allocated timeframe, with appropriate x-rays, with an emphasis on immediate emergency treatment

Established a structured and timed follow up of all active patient treatment, based on the Dental Classification System and consistent with the attached RFP Performance Parameters

Established consistent follow up and scheduling of all Annual Recalls

Established follow up and scheduling of Recalls for Diabetic patients

Renovated the CFCF Dental Clinic, including new cabinetry, counters, digital x-ray systems and computers

Standardized and augmented the oral surgery and restorative instrumentation in each facility

Repaired, replaced and improved dental equipment, including a comprehensive plan for Digital X-ray installation in each facility

Established online access to information such as: Weekly PPS Staff Schedules, the CDA & MSMC Employee Handbook, OSHA and MSDS information, and relevant correspondence

**1996 – 2005 Director of Dental Services, New Jersey Department of Corrections
Dental Service**

Directed the NJDOC Dental Service in the National Commission on Correctional Health Care (NCCHC) accreditation of each facility in the New Jersey Department of Corrections, the majority of the NCCHC reviews noted the NJDOC Dental Service as either "Excellent" or "Outstanding"

Recorded the highest number of dental visits in the history of the NJDOC. Total dental visits per year in 2004 were over 71,000 versus approximately 57,000 in 1995. The average number of dental visits per dentist increased almost 100%, 3,986 patient visits per privatized dentist in 2003 versus 2035 patient visits per state employed dentist in 1995

Achieved the highest level of compliance ever recorded with Dental Sick Call, Annual Recall, Transfer Screening, and Routine Treatment Guidelines, approximately 32% in 1995 versus over 98% in 2001, 2002, 2003 and 2004

Responsible for the recruitment, development and retention of an excellent, motivated and diverse professional staff with a high degree of commitment to correctional dentistry, the NJDOC and Correctional Dental Associates

Responsible for the highest number of dental prosthetic case insertions in NJDOC history with minimal backlogs and no waiting lists, approximately 1700 case insertions in 2004 versus approximately 980 in 1995

Established an in house dental prosthetic laboratory centrally located in Bordentown, New Jersey, designed specifically to handle the tremendous prosthetic tracking and delivery responsibilities associated with Corrections

Conceptualized, designed and implemented an internet based prosthetic tracking system that can be simultaneously accessed from several different administrative office locations around the State

Responsible for the installation of a state of the art Digital Panorex X-ray System for the NJDOC Central Reception & Assignment Facility. New Jersey had the first DOC Digital Panorex in the country

Implemented and standardized policies and procedures pertaining to the delivery of dental services throughout the State

Designed and implemented the regionalization of staff and resources, increasing the quality of care, increasing access to care and creating a cross coverage model

Added evening and Saturday clinics at many facilities throughout the NJDOC

Increased utilization of in-house oral surgery services which decreased use of offsite services, thus decreasing transportation efforts, escape risks and costs

Implemented a computerized ordering system to complete purchase orders and supply requests in a more timely fashion, assuring timely delivery of dental supplies

Increased and maintained compliance with OSHA, CDC, NCCHC and New Jersey Department of Health standards and guidelines

Standardized the dental instrument and surgical instrument count procedures throughout the NJDOC

Upgraded and augmented the dental equipment in every clinic throughout the NJDOC

Established a more rapid and efficient response to requests for equipment repair

Incorporated an advanced dental armamentarium to the institutional delivery system

Improved flexibility and efficiency of the support staff by increased training and education. Provided incentives for improved performance

1988 - 1996 Chief of Dental Services, New Jersey State Prison

Implemented the VRU/Jones Farm Dental Clinic, which significantly reduced transportation concerns related to high risk inmates

Consulted with the Health Services Unit to design first Statewide Infection Control Protocols for HIV/AIDS

Consulted with the NJDOC Health Services Unit and the State of New Jersey Medicaid Office to implement community standard guidelines for Annual Recalls and prosthetic care in the NJDOC

Consulted with the New Jersey Division of Purchase and Property to implement the first statewide procedure for the NJDOC to utilize outside dental laboratory services

1987 - 1992 Director, NJDOC Special Medical Unit HIV/AIDS Dental Program

Designed, developed and implemented the first dental program in New Jersey specifically for the treatment of HIV/AIDS patients

Successfully managed the preventive dental care of several hundred NJDOC HIV/AIDS patients

1983 - 1988 Senior Staff Dentist, New Jersey State Prison

Eliminated all dental service backlogs, facilitated hiring of the first dental assistant at NJSP. Implemented a comprehensive approach to care versus a focus on emergent care.

RELEVANT EXPERIENCE

- 1991 - 2000 Corporate Board Helene Fuld Medical Center/Capital Health System
- 1980 - 1997 Private, dental practice in Trenton, New Jersey
- 1980 - 1985 Private, cosmetic dental practice in Washington, D.C.
- 1980 - 1984 Postgraduate clinical experience in Oral Surgery and Endodontia

EDUCATION

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| 1959 - 1961 | Jewish Community Center Nursery School |
| 1961 - 1970 | Newtown Friends School |
| 1970 - 1974 | The Lawrenceville School |
| 1974 - 1976 | Williams College |
| 1976 - 1980 | Howard University College of Dentistry |
| 1980 - 1983 | Columbia University School of Public Health |

PROFESSIONAL AFFILIATIONS

- American Dental Association
- National Dental Association
- New Jersey Dental Association
- Howard University College of Dentistry Alumni Association

AWARDS

- 1980 The Clinical Award in Oral Diagnosis and Radiology,
Howard University, College of Dentistry
- 1990 Honored for Community Service by the New Jersey General Assembly
- 1997 Honored for Community Service and Professional Achievement by the New Jersey
Legislature, the New Jersey General Assembly and the City of Trenton

REFERENCES

New Jersey Juvenile Justice Commission Harold Brown, MBA, CALA Health Care Administrator	609-324-6384
New Jersey Department of Corrections George W. Hayman, MSW Commissioner NJDOC Health Services Unit	609-633-2999 609-984-4102
New York City Department of Correction Prison Health Services Donald P. Doherty Division Vice President	718-546-5210
New York City Department of Health and Mental Hygiene Jason Hershberger, M.D. Deputy Commissioner	212-341-2424
Philadelphia Prison System Prison Health Services Mary Silva Regional Vice President	215-335-1667
Mercer County Correctional Center Charles Ellis, Warden	609-989-6907
Mercer Area Early Intervention System Capital Health System Nigahus Karabulut, M.D.	609-538-0025
Somerset County Jail Patricia Quinn, R.N. Medical Administrator	908-231-7150 ext. 17450
Burlington County Jail Harold DeLaroi Assistant County Administrator	609-265-5021
Community Education Centers, Inc. Bo Robinson Education and Training Center Delaney Hall Marlene Reardon, R.N. Linda Pansulla, R.N., B.S.N. Medical Service Administrators	973-226-2900