

Integrative Exercise 4 (Contrast and all 6 Principles)

Case: Gigi East Primary School Dental

Gigi East Primary School has had their dental clinic since the construction of their school building 15 years ago. Iris, the new dental therapist was posted there recently and looks like she has some exciting times ahead. The state of the clinic was far from ideal and required repair works to be done urgently. The air-conditioner broke down regularly and it was beyond salvation from just regular cleaning. It was an old system that needed to be replaced. The paint on the walls were peeling at a few spots and the ceiling boards had grown mouldy. The dental equipment was all in good working condition that allowed the previous dental therapists to carry out the required services but the physical condition of the room itself needed immediate attention.

However, the area where Iris is being challenged is the resistance of the current school leadership to invest in refurbishments in her clinic and the school environment in general. The focus seems to be on IT equipment. They have the latest IT equipment and gadgets which are state of the art – brand new IT labs which are able to transform to virtual classrooms complete with green screens. They are aware of the need to upgrade the clinic but see it as a lower priority compared to their other needs. The school leadership is led by the principal, Mary, and the other key person is the Operations Manager, Patrick. Mary has said a few times that she values student welfare and student learning experience. Patrick is the pillar behind the smooth operations of the school and the key person for all matters pertaining to the school compound. He takes great pride in handling all operational matters well.

What can Iris do to have greater buy-in to renovation works for the clinic?

Facts:

1. Reports from World Dental Association on the positive correlation between dental health and overall health of the child.
2. Gigi East Primary School is a good neighbourhood school and has consistently attracted more students over the last 3 years. The school values are:
 - Providing a safe and welcoming learning environment for all to succeed.
 - Encouraging everyone to achieve his/her personal best.
 - Integrity in us always
3. Utilisation of the dental services is high and waiting time for non-essential services has lengthen. This is in line with the increased intake in school enrolment.
4. Other schools in the vicinity have just upgraded their facilities ranging from a new coat of paint and minor repair works to a major face-lift on parts of the school. The schools in the estate are between 15-20 years old.

5. At the general assembly to start the school year, the principal had addressed parents and students and she spoke at length about state-of-the-art facilities for learning and a good school environment.
6. Patrick has been working in the school for 10 years and is seen by all as a loyal employee who strongly supports many school initiatives and social events. He loves to travel and recently went on an Alaskan cruise.
7. Mary is a dedicated and experienced principal who exhibits strong leadership. She has been with the school for 5 years. She is a systematic and organized person and is great at her job. Her passion is sports and she is an avid runner and tennis player.