



gotham**Culture**<sup>®</sup>  
HELPING NAVIGATE CHANGE

## Client Case Study

# Bronx Community Health Network

---

212.372.7382 | [www.gothamCulture.com](http://www.gothamCulture.com)

New York | Seattle | Tampa | Washington D.C.



## The Need

---

Bronx Community Health Network (BCHN) is a non-profit community-based organization and Federally Qualified Health Center (FQHC) that sponsors 21 community and school-based health centers in the Bronx. BCHN collaborates with more than 60 multi-sector organizations to plan and implement clinical and community programs.

BCHN's Board of Directors approved a new three-year Strategic Plan, with goals aimed at meeting the healthcare needs of the Bronx's most marginalized communities while also focusing on the stability and health of the organization itself. BCHN's management team sought support from gothamCulture to design and facilitate an all-staff retreat that would help them begin to build a foundation to support this growth and change as they implemented this strategy. Broadly, the retreat aimed to:

- Foster team-building interactions and group participation in a fun and relaxing way
- Celebrate recent accomplishments
- Improve working dynamics and establish effective communications styles and approaches among team members
- Present infrastructure expansion and reorganization in line with BCHN's Strategic Plan
- Explore team members' work style and professional motivation and how these impact personal growth

## The Intervention

---

Through a dialogue-design and facilitation process, gothamCulture led BCHN through a discovery process that would help them understand how culture makes or breaks the implementation of a strategic plan. gC sought to design a group process that was rooted in an empathetic view of what various staff members may need in order to openly discuss the culture needed for the organization to achieve its goals. gC facilitated various conversations with the staff to identify their needs, including a 2-hour, interactive all-staff meeting and a series of focus groups across different functional areas and leadership levels. gC presented a needs assessment recommendation to the BCHN management team and facilitated a powerful dialogue that helped the team take ownership of their role in the current and future state of the organization. This dialogue led to the design of a retreat process that would help BCHN management and staff connect on a human level and have tough conversations related to the changing face of the organization.



# The Impact

---

As part of this process, gC facilitated a one-and-a-half-day retreat with the entire staff and management team present. Over the course of the retreat, staff and management reflected on the organization's past to draw lessons for the future, collaborated to dream up ideas for the future that would help the organization meet its goals while managing scarce resources, and participated in a "leader listen in" where staff could speak openly to the management team about their concerns surrounding changing policies and processes. gC summarized these conversations and developed recommendations for the continued management of culture as the organization pursued new goals, then facilitated action planning conversations with the management team.

As a result of this work, the management team demonstrated a significant increase in its executive maturity to identify opportunities to manage organizational culture, to own their role as leaders in shaping culture, and to empower BCHN staff to provide feedback and implement change. The management team formed a volunteer committee of staff members that could provide recommendations and creative problem solving to ensure that changing policies and processes benefitted staff while acknowledging the scarcity of resources in their environment. Leaders also identified best practices that they could implement as they communicated strategic goals and changes with the rest of the organization.