

A Phoenix Rising and a Resting Eagle: How Can CitiWide Harm Reduction and Bronx AIDS Services Integrate Two Widely Different Cultures in their Merger?

Abstract:

Located in New York City's South Bronx, two community based organizations that provide HIV/AIDS services have begun a strategic restructuring process, facilitated by an outside consultant. Given the environment created by the National HIV/AIDS Strategy (NHAS), the Affordable Care Act (ACA), and Medicaid redesign in New York State, the organizations, CitiWide Harm Reduction (CWHR) and Bronx AIDS Services (BAS), believe that together they can best serve their clients, secure funding and stay relevant as a new entity. By combining the organizations they not only seek to increase sustainability, but they also hope to provide a new continuum of care model for individuals most at risk for or living with HIV/AIDS and hepatitis C. While CWHR and BAS have some overlap in terms of clients and services, they have different cultures, budgets, staffing, programs and services. Also, their Executive Directors (EDs)—Robert Cordero at CWHR and Jose Davila at BAS—are at opposite points in their career trajectories and have their own unique leadership styles. After reading about the background of each group, the strategic restructuring process thus far and information about each agency's culture, staffing, programs and finances, you will discuss one of the biggest challenges faced by both the boards of both organizations and their Executive Directors—assessing how the different organizational cultures will affect the new entity and how these cultures can be combined to form a new culture for the merged organization.

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