

Campbell's

Healthy Communities



10 YEAR REPORT 2011-2021





Campbell CEO Mark Clouse (3rd from left) and Campbell employees volunteer at Cathedral Kitchen with CK's late Chef Jonathan Jernigan and team.



Campbell employees at the Campbell Healthy Community Kitchen in the Salvation Army Kroc Center in Camden.



Former Campbell CEO Doug Conant announces the Healthy Communities program at a press event in February, 2011.



Message of Hope

The commitment: 10 years and \$10 million. The goal: to reduce childhood obesity and hunger by 50 percent. It was a tall order and an ambitious journey, but one I was proud to lead for a company that cares deeply about the communities where we have operations. What resulted were lasting impacts and sustainable programming for the residents of the city we have called home for more than 150 years, Camden, New Jersey.

In 2011, Camden—an eight square mile city with a population of less than 80,000 residents—had an estimated 13 percent of residents living below the poverty line. There was one grocery store on the city's south side (and for 15 months there was no full-service grocery), a few mom-and-pop shops, and a network of 145+ corner stores comprising a significant part of the local food system. According to experts, including the New Jersey Economic Development Authority, Camden was considered a [food desert](#). Fresh fruits and vegetables were scarce and access to healthy food was an ongoing issue. The childhood obesity rate was among the highest in the state and food insecurity was common. Robert Wood Johnson Foundation's County Health Rankings placed Camden 18th out of New Jersey's 21 counties based on health outcomes.¹

Campbell acknowledged these challenges and focused our skillset and expertise as a food company on improving the health of Camden's residents, with an emphasis on children. A decade ago, we recognized that a single organization cannot change a complex social issue like childhood obesity and hunger alone. We developed Campbell's Healthy Communities with a [collective impact](#) approach from inception, working with a core group of cross-sector partners. Successful collective impact initiatives have five conditions which together, produce true alignment and lead to powerful results: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support.² Employing this approach enabled our partners to collaborate in a cohesive way, sharing goals, measures, and open communication throughout the program's 10 years. Campbell served not only as the funder of the initiative but provided the backbone support to ensure its success.

We worked with multiple organizations to develop an approach focused on four strategic areas: food access, nutrition education, physical activity and access, and public will to engage the community, which was critical to delivering on the program's mission.

Throughout this report, we will take you on a journey over the last 10 years to share lessons learned, successes achieved, data collected, and highlight the individual lives that were impacted by this work. I have been honored to lead Campbell's Healthy Communities over the past decade, and I want to thank our committed and passionate team of co-workers at Campbell, nonprofits, public partners, and co-investors who have made the impacts shared in this report a reality. As I reflect on my upcoming retirement, I cherish all the memories, hard work, innovation, and challenges this work has afforded me and so many others. It has been a privilege to work with such committed partners and an even greater honor to work hand in hand with our Camden community.



Kim Fortunato
Vice President, Community Affairs &
President, Campbell Soup Foundation

¹ Robert Wood Johnson Foundation. (2017). New Jersey. *County Health Rankings and Roadmaps*. Available at: <http://www.countyhealthrankings.org/app/new-jersey/2017/rankings/outcomes/overall>.

² Stanford Social Innovation Review (Winter 2011) Collective Impact, J. Kania, M. Kramer. Available at: https://ssir.org/articles/entry/collective_impact.

Photographs of individuals in this report not wearing masks were taken prior to the COVID-19 pandemic.

Our Approach

Campbell's approach started with a long-term commitment—10 years—to provide enough time to innovate, learn, and determine what was working and what was not. Our focus areas included:

- **Food Access:** Increase access to affordable, nutritious, and fresh foods.
- **Nutrition Education:** Expand knowledge about healthy foods.
- **Physical Activity and Access:** Increase access to safe places to play and participation in physical activity.
- **Public Will:** Engage community residents in building sustainable solutions.

The collective impact approach was a key driver of Campbell's Healthy Communities. Organizations working on similar programming collaborated instead of competed, keeping common goals, open communication, and shared measures at the core of the work. Campbell served as the convener and backbone, harnessing the collective power of the partners to co-create solutions.

“There was an understanding that the partners around the table were there to work mutually to accomplish our goals. Prior to Campbell's Healthy Communities, we would be competing for funds and space, however this grant compelled us to work together. This took time to take root within each organization as this process was new. As the years went on, not only did we work well together to reinforce our work and message, we found other unique ways to partner that led to great successes.”

– Tricia Yeo, Food Bank of South Jersey

Partners worked together in key implementation sites that included schools, healthcare providers, parks and more, meeting residents where they lived, worked, learned, and played.

Key partners and programs included:

Food Bank of South Jersey

- Implemented Cooking Matters™, a national program that provides individuals and families with the tools to budget, shop for and prepare nutritious, affordable meals.
- In partnership with The Food Trust, launched the Camden Youth Advisory Council, a group of local high school students who informed the work of Campbell's Healthy Communities by including the student voice and advocating for healthier options in their community.



The Food Trust

- Created the Camden Healthy Corner Store Network, a system of 40+ corner stores which received technical assistance, procurement support to carry fresh produce and healthier product options, and incentives to encourage healthy purchases. Partnered with the collective to turn corner stores into community hubs with wraparound services such as nutrition education and health screenings.

Wellness in the Schools

- Implemented the Cook for Kids program at KIPP Camden Schools, providing training, technical assistance, and nutrition education to cafeteria foodservice staff, which transformed the cafeteria menu.
- Partnered with KIPP school food provider, Aramark, and other Healthy Communities partners to execute monthly cafeteria tastings to test new foods with students and educate them about new potential menu items.

Camden Coalition of Healthcare Providers

- Implemented a two-question food insecurity screening with resource referral in Camden's two major hospitals and across the city's healthcare system.
- In partnership with The Food Trust, launched Food Bucks Rx, a fresh produce prescription program, in offices of primary care providers.
- Launched My Resource Pal, an online resource tool to connect Camden residents to food access points and other social services.
- Supported the collective with reporting, evaluation, and sustainability planning.



FoodCorps

- Placed service members in partner schools to connect students to healthy food through hands-on gardening lessons, nutrition education, and cafeteria taste tests.



Delaware Valley Regional Planning Commission (DVRPC)

- Released [Cultivating Camden: The City's Food Economy Strategy](#), in partnership with The Reinvestment Fund, which identified opportunities to increase food access and economic opportunities within the city of Camden. DVRPC also served as a co-investor in the ongoing work of Campbell's Healthy Communities.
- Partnered with the Food Bank of South Jersey to lead the Youth Advisory Council through a grant making program to support Camden nonprofits.

The Greater Philadelphia YMCA

- Launched Soccer for Success, the first citywide after school sports program in Camden. The program provided soccer skills training, established healthy habits and developed critical life skills through trained coach-mentors and community engagement.
- Integrated nutrition education that complemented programming from the other partners, including The Food Trust.

Center for Environmental Transformation

- Provided technical assistance and gardening resources to FoodCorps service members as they planted and maintained school vegetable gardens.

KIPP New Jersey

- Served as a key implementation partner across three Camden schools. Primary programming included vegetable gardens, cafeteria transformation, school-based nutrition education, and after-school soccer.
- Partnered with FoodCorps, Wellness in the Schools, Food Bank of South Jersey, Center for Environmental Transformation, and the Greater Philadelphia YMCA on program implementation.



Center For Family Services

- Served as a year-round school-based implementation site, focused on preschool and early education.
- Initiated scratch cooking across all Center For Family Services Head Start sites. Incorporated nutrition education and school gardens into preschool curriculum with partners including Food Bank of South Jersey and FoodCorps.

Beyond partner programming, a key element of Campbell's Healthy Communities was the focus on incorporating resident voices into the development of long-term solutions. At the company's world headquarters in Camden, Campbell hosted a 3-year series, *Community Conversations at Campbell*, where Camden residents were invited to participate in roundtable discussions on food security barriers and solutions. Outputs from these sessions ultimately helped inform the work of our partners.

The original goal for Campbell's Healthy Communities was ambitious: To reduce hunger and childhood obesity by 50 percent for the city's 23,000 youth. Over time, this goal evolved as the public health field shifted away from a focus on BMI and adopted a more holistic perspective on child health. We updated our goal and shared measures to reflect this shift, ultimately focusing on measurably improving the health of young people in our hometown communities.

Key measures included:

- Number of new healthy food access points created
- Minutes and hours of nutrition education delivered
- Knowledge and behavior change as it related to healthy eating and healthy habits
- Number of minutes and hours of physical activity with active participation
- Number of safe places to play created and activated
- Breadth of community engagement and how well community members felt their voice was heard

10 years | 10 impacts

1 > Bill

Bill screened positive for food insecurity during an emergency visit to Virtua Hospital. Although he received SNAP (Supplemental Nutrition Assistance Program) benefits, they did not last until the end of each month, leaving Bill to decide between paying for food or paying for medicine. Upon his positive screen, the Camden Coalition of Healthcare Providers connected him to local food distribution sites and additional community resources to help meet his needs. Bill is no longer worried about running out of food each month.

IMPACT

Incorporated food insecurity screenings into hospital intake processes for the first time.

Food insecurity screenings were incorporated into nine hospitals and healthcare practices through the CMMI Accountable Health Communities Model*, resulting in 4,130 food insecure residents identified and referred to community resources to meet their needs. The Camden Coalition of Healthcare Providers' participation in Campbell's Healthy Communities enabled key partnerships with local food organizations and a food insecurity screening pilot, which laid the foundation for data collection at scale through the Accountable Health Communities Model.



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2 > Edward Logan Jr.

Edward Logan Jr. was diagnosed with Type 2 diabetes in 2014. Knowing he needed to eat healthier, but not knowing how, he turned to The Food Trust's Heart Smarts educators at his local Camden corner store, Ferry Avenue Market. There, he participated in several nutrition education sessions, where he learned how to prepare his favorite dishes in a healthier way. For participating, he received Heart Bucks coupons for healthy purchases in the store. This important first step led to Edward's weight loss, reduction in blood pressure and return to normal cholesterol levels.

IMPACT

Created the largest network of healthy corner stores in New Jersey, which serves 69% of Camden's residents.

The Healthy Corner Store Network enrolled 40 percent of Camden's corner stores—businesses that committed to increasing the availability and awareness of healthy foods in their stores. The initiative served as a replicable model for the rest of the state, with 83 percent of surveyed store-owners reporting an increase in sales of healthy and fresh food items and a more than 95 percent Heart Smart coupon redemption rate.



10 years | 10 impacts

3 > Ediel

Ediel participated in Cooking Matters™ since the fifth grade, where he learned how to prepare simple, nutritious recipes with the Food Bank of South Jersey. Subsequently, he was not only employed by the Food Bank to support their summer meals program, but he completed the organization's Youth Nutrition Outreach Training and worked as a Nutrition Assistant. During this time, he applied his knowledge of nutrition by assisting dozens of Cooking Matters™ classes in his community to teach children and adults about healthy eating. In addition, Ediel was a member of the Youth Advisory Council, a group of students adding their unique voice to the work of Campbell's Healthy Communities.

IMPACT

Expanded national, evidence-based Cooking Matters™ nutrition education classes throughout Camden.

Following the end of Cooking Matters™ classes, 93 percent of participants said they prepared a recipe from class at home and 98 percent planned to share the skills they learned with family or friends. Participants reported a fruit and vegetable consumption increase of 10 percent after taking the courses.



4 > Chef Christina

Chef Christina, from Wellness in the Schools, built trust from the start with students at KIPP Lanning Square Primary and Middle Schools, two charter schools in Camden that serve 1,000 students combined. Each day, she stood in the cafeteria line and encouraged students to try vegetables and fruit from the salad bar. One student, who had poor attendance, became excited about attending school each day because of the new food offerings in the cafeteria. The student told Chef Christina that his new motivation for coming to school was to make his own choices about what to eat at the salad bar.

IMPACT

Impact: Transformed the school cafeterias at KIPP Camden Schools.

The introduction of countless menu changes and a salad bar at KIPP Camden Schools ensured students had access to fresh fruits and vegetables five days a week. The salad bar was so successful, a second was added with an estimated 75 percent of students enjoying multiple servings each day. Students were empowered to read lunch options and salad bar offerings from a board each day, prompting them to make educated, conscious decisions about what they ate.



“Being a part of Campbell’s Healthy Communities allowed Wellness in the Schools to operate in Southern New Jersey, expanding our work nationwide. Being a part of this collective has taught us so much about what ‘collaborative partnership’ truly means. We were able to do more as a team: we impacted more children, supported more schools, and significantly shifted community health.”

– Marion Williams, Wellness in the Schools

10 years | 10 impacts

5 > Jordi Valdez

Jordi Valdez, owner of Fayer's Market, was one of the original members of Camden's Healthy Corner Store Network. Over the past decade, with partnership and technical assistance from The Food Trust, Fayer's Market has introduced in-store nutrition education for customers, added more than 90 new healthy product options, and served as a redemption site for Food Bucks and Food Bucks Rx, a voucher program for produce and healthy products. Since launching Food Bucks Rx, the store has redeemed over \$50,000 in vouchers, representing incremental sales, and has experienced a 165 percent increase in sales of fresh produce.

IMPACT

Transformed corner stores into health hubs with offerings such as health screenings, nutrition education, and Food Bucks Rx. On average, 87 percent of participants in nutrition education programming at corner stores said they planned to frequently buy healthy foods.

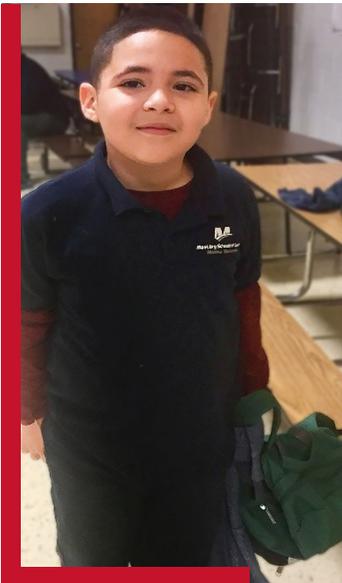


6 > Ericson Diaz

Ericson Diaz started his first season with Soccer for Success timid and reserved. New to the program and the game, he didn't know what to expect. Through his consistent attendance and active participation, Ericson flourished by mid-season. He consistently engaged with teammates, learned how to set goals, and gained significant soccer skills.

IMPACT

Launched Camden's first city-wide afterschool sports program, *Soccer for Success*. Program grew from 50 youth at one site to more than 900 served each year at 20 different sites, engaging kids in 20,000 hours of physical activity since the program's inception in 2012. Camden was the 13th Soccer for Success community in the U.S., which has now grown to more than 200 nationwide.



10 years | 10 impacts

7 > Ashley Reevey

Ashley Reevey served on the Camden Youth Advisory Council, where she added her voice to Campbell's Healthy Communities and helped inform the program's work. As part of her involvement, she participated in a youth philanthropy initiative where the council designed and executed a grantmaking program. The group awarded \$20,000 in grants to five Camden nonprofits whose projects would improve health and wellness in the city of Camden. Ashley was selected to speak about this experience as a youth representative at the Vision Zero Conference hosted by the Bicycle Coalition of Greater Philadelphia.

IMPACT

Integrated the voice of local youth into program strategy development.

On average, 76 percent of survey participants agreed with the statement, "In this program, I feel my voice is heard." Camden Youth Advisory Council members were paid a stipend to participate and led a competitive grantmaking process in which they allocated a total of \$40,000 over two years to non-profits improving the health of Camden residents.



8 > Eight Camden Residents

Eight Camden residents directly impacted the design and implementation of the Healthy Corner Store Network through “citizen science” with Stanford University and The Food Trust. The residents documented and assessed neighborhood features in and around Camden corner stores that affect community health and wellbeing through photos and audio narratives. Three priority themes were selected by participants: healthy product selection and display, store environment, and store outdoor appearance and cleanliness. Participants devised and presented a set of action steps to community leaders and stakeholders who incorporated the ideas into plans for the future of the Healthy Corner Store Network.

IMPACT

Engaged local residents in identifying issues and solutions.

Response to the question “To what degree did your organization’s Healthy Communities programming involve input from or leadership by residents?” increased from 3.2 to 4.4 out of 5 over the last four years of the program. The Citizen Scientist initiative demonstrated the potential of a data-driven process for public health stakeholders to authentically engage community residents in program evaluation. This work was subsequently published in the report [Leveraging Citizen Science for Healthier Food Environments: A Pilot Study to Evaluate Corner Stores in Camden, New Jersey.](#)



10 years | 10 impacts

9 > Chef Maria Gamble

Chef Maria Gamble served as a Campbell employee volunteer for the Cooking Matters™ program with the Food Bank of South Jersey for six years. She helped lead on-site cooking classes in Campbell's Consumer Test Kitchen, helping Camden youth learn how to prepare easy, nutritious meals. After serving as an individual volunteer, she encouraged her Research & Development colleagues to get involved, in turn driving employee engagement and satisfaction, and ultimately took over as volunteer lead in running the program in the Consumer Test Kitchens at Campbell.

IMPACT

Drove employee engagement for Campbell employees.

In Campbell's most recent annual employee engagement survey in December 2020, 81 percent of employees surveyed indicated they are encouraged to participate in Campbell's community programs, including volunteerism.



10 > The Build Health Challenge

[The Build Health Challenge](#) provided a unique opportunity for Campbell's Healthy Communities partners to combine resources, expertise, and skills to vie for a national grant focused on multi-sector collaborations to improve community health. Campbell hosted a training to prepare Camden partners to apply for this grant opportunity. Ultimately, a group of Campbell's Healthy Communities partners were awarded \$250,000 for a collaborative project focused on "food as medicine," community gardening and food access initiatives in Camden city.

IMPACT

Partners leveraged Campbell's investment to secure additional funding and support. Over the 10 years of Campbell's Healthy Communities, program partners raised an additional \$16.5 million to support program expansions, significantly leveraging Campbell's initial investment of \$10 million.

"Campbell's Healthy Communities created an ecosystem of health-focused organizations and initiatives in Camden whose impact far exceeds the immediate impact of the dollars that Campbell invested."

– Joe Hejlek, KIPP Camden Schools



Program Accomplishments

Below is a snapshot of shared measures tracked across partners and programs for Campbell's Healthy Communities, with key highlights:

Food Access

- Food access sites supported: **48***
- Residents with increased access to healthy food: **49,640****, accounting for 69% of Camden's total population
- Healthcare sites with integrated food insecurity screenings: **8**
- Food access sites with integrated health screenings: **4**

* Includes new sites and existing sites where healthy foods were added or promoted.

** Based on the number of people who live within a quarter mile walk of one of the 44 corner stores in the Healthy Corner Store Network.



Key Impacts:

- Created the largest network of healthy corner stores in New Jersey.
- Incorporated food insecurity screenings into hospital intake processes for the first time.

Nutrition Education

- Hours of nutrition education: **481,344 cumulative hours**
- **85%** of survey respondents (out of over 1,000 people surveyed) agreed or strongly agreed with the statement "I have a better understanding of how to eat healthy" after receiving nutrition education as part of Campbell's Healthy Communities.



Key Impacts:

- Expanded national, evidence-based Cooking Matters™ nutrition education classes.
- Created a culture of health across KIPP Camden Schools by placing FoodCorps service members within the schools.

Physical Activity

- Hours of physical activity: **901,329 cumulative hours**
- Safe places to play created: **14 sites**



Key Impacts:

- Launched first city-wide after school sports program, Soccer for Success.

Public Will

- Overall participant count***: Grew from **2,100** participants in 2012 to **11,500** participants in 2020
- Total funding leveraged by grantees: **\$16,450,000** (in addition to Campbell's \$10 million in funding)
- Total community engagement meetings: Grew from **40** the first year to an average of over **100 per year** by the second half of the program
- Resident input on programming: On a scale of 1-5, average response scores to the question "To what degree did your organization's Healthy Communities programming involve input from or leadership by residents?" increased from **3.2** to **4.4** over the last four years of the program.
- Honoring participant voice: On average, **76%** of participants agreed or strongly agreed with the statement, "In this program, I feel my voice is heard."

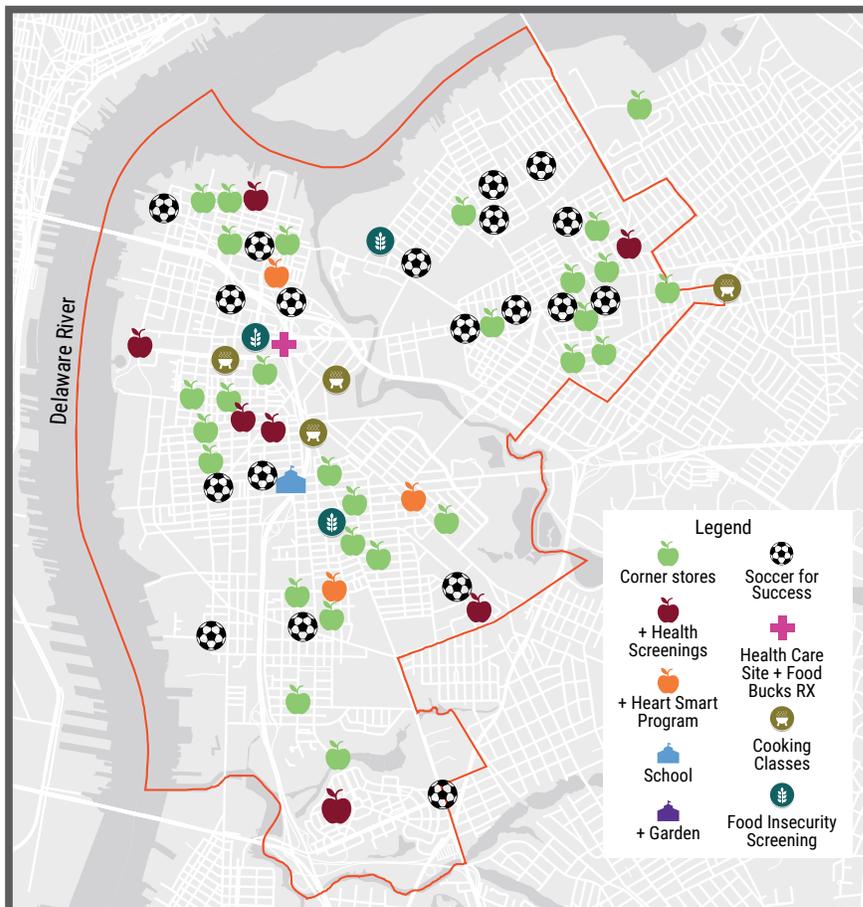


*** Total participant count includes participants in nutrition education lessons, physical activity programming, food access initiatives and/or policy and infrastructure activities.



Key Impacts:

- Integrated the voice of local youth into program strategy development through the Camden Youth Advisory Council.
- Engaged local residents in issue identification and solutioning.



Overall Program Footprint in the City of Camden

Lessons Learned

During the 10 years of Campbell's Healthy Communities, there were many important lessons. Through these learnings, we adapted and evolved our programs to ensure sustainable impact. Now, as we look forward to what's next, we are applying these learnings to Campbell's future philanthropic investments.

Here is what we learned along the way:

The presence of healthy food in a community does not equal healthy food access.

- **What we learned:** The existence of healthy food in a community is only half the battle. Other barriers include affordability, transportation, residents' access to food storage and preparation equipment, and other underlying factors related to poverty. We adjusted course to address these issues including the introduction of food voucher programs and an emphasis on corner stores as food sources in Camden.
- **What's next:** Campbell helped launch and is a founding funder of the [Camden Food Security Collective](#), an effort led by the Camden Coalition of Healthcare Providers and the Food Bank of South Jersey. This group will more deeply address the root causes of food insecurity in Camden including employment, housing, and access to food assistance programs.

Nutrition education is an essential programmatic strategy to create public buy-in.

- **What we learned:** A key to driving demand and behavior change is education, including education about nutrition, shopping on a budget, and cooking and preparing nutritious, culturally inclusive meals. After a failed attempt at bringing a mobile farmer's market to Camden in the early years of Campbell's Healthy Communities, we shifted course and focused on nutrition education in a variety of settings such as schools, corner stores and healthcare practices, to drive demand for healthy food.
- **What's next:** Nutrition education continues to be a core focus in our philanthropic work and is a one of the four strategic pillars of our new signature program, Full Futures.

Strategic program development must include the engagement and voice of community members.

- **What we learned:** To truly understand the needs of a community requires input from its residents. Building public will was one of Campbell's Healthy Communities' strategic pillars and it was measured by all program partners. One example was the Camden Youth Advisory Council, a group of students who helped identify key issues and challenges facing students of Camden. Their report on the state of school food in the city played an important role in the development of Campbell's Full Futures program.
- **What's next:** Campbell is working with the Fair Food Network and the Community Foundation of South Jersey to launch the Camden Community Food Fund which will be focused on supporting local food entrepreneurs. This initiative will bolster the Camden food economy by creating equitable access to capital for food businesses and will be governed by a steering committee comprised of Camden residents.

FULL FUTURES

A School Nutrition Partnership

We are taking our learnings from Campbell's Healthy Communities—both the successes and the failures—and applying them to enhancing the school nutrition environment in the Camden City School District.

Connecting people through food they love is all about the power of food and how that brings people together. There is no place more fundamental for this than school, where for many students, it may be their primary source of balanced meals.

We know the food students eat at school can impact their ability to learn and affects their wellbeing today and well into the future. We believe that all children should have access to nutritious food—leveling the playing field for our next generation of leaders.

So, what's next? [Full Futures](#), a 5-year, \$5 million commitment to ensure all students are well-nourished and ready to thrive at school and in life.

We are working with public, private, and non-profit partners to take a holistic approach to advance the school nutrition environment—from integrating nutrition education into the core curriculum, to school cafeteria infrastructure to procurement and menu changes. Our goal is to create a customizable model for other districts, funders, and nonprofits to adopt.



“Campbell cares deeply about our communities. Creating lasting programs with strong partners is how we will continue to build on our legacy of impact and deliver on the promise of our purpose.”

Mark Clouse
President & CEO
Campbell Soup Company

Connecting people
through food they love.

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Campbell's