What we do every day matters. Families of all kinds rely on our foods. Our people rely on us for a challenging and supportive workplace. Our customers rely on us to help them meet the needs of their customers—profitably. Communities rely on us to help them thrive. And our shareholders rely on us for solid, sustainable returns. We make the biggest impact for all these groups when we set, and meet, high goals—as a business, and as good stewards of the natural resources we all share.
What we do every day matters. Investing in our community and supporting our neighbors in deep and meaningful ways matters to us as a company, and it matters to the people who are the fabric of the communities where we live and work – the communities that are part of our success story. Campbell Healthy Communities demonstrates our commitment to what matters.

This annual report presents results from three years of the Campbell Healthy Communities program. It describes our key strategies for collectively creating a culture of health in Camden, and outlines a model for how the private sector can be a catalyst for healthy lifestyles and obesity prevention in the communities we serve.
Camden, NJ, world headquarters of the Campbell Soup Company since 1869, is among the poorest and most challenged cities in the U.S. In 2011, Campbell Soup Company formally launched Campbell Healthy Communities, its signature corporate program focused on health, prevention and cross-sector partnerships. The program's mission is to measurably improve the health of young people in our hometown community by reducing childhood obesity and hunger by 50%.

A major accomplishment of Campbell's direct investment has been the ability to leverage additional funds to bring new resources resulting in increased investment and capacity to the region. The $3 million in direct investments made by Campbell Soup Company from 2011 to 2014 have helped garner an additional $2.5 million for expanded work in Camden. Campbell's initial community investments have been matched almost dollar for dollar.

Figure 1: Funds Leveraged Over Three Years
MISSION

Measurably improve the health of young people in our hometown community by reducing childhood obesity and hunger by 50%.

CAMDEN, NJ

BY THE NUMBERS

Population

Food

Insecurity Rate

Insecurity Rate

Only full-service grocery store closed in 2013

Children

23,000

78,000

8 sq miles

42%

(about 10% higher than national average)

35%
TheHealthyCommunitiesmodelisdesignedonacollectiveimpactframework, recognizing that a single organization cannot change a major social issue. Healthy Communities embraces an inclusive approach with a common agenda, shared measurement systems, mutually reinforcing activities, continuous communications and a backbone organization. To date, Campbell Soup Company, the primary funder, has fulfilled the function of the backbone organization. We are currently in the process of identifying other partner organization(s) to share the lead and sustain our work.

**Elements of "Collective Impact":**

- **Common Agenda** – participants share a vision for change
- **Shared Measurement Systems** – collect data and measure results consistently on a short list of indicators at the community level and across all participating organizations
- **Mutually Reinforcing Activities** – coordinated activities among a diverse group of stakeholders supporting a common overarching plan
- **Continuous Communication** – develop a common vocabulary; share learning and problem solve together
- **Backbone Organization** – A separate organization serves as the backbone of the initiative

**Collective Impact:**

a long-term commitment by representatives from different sectors to a common agenda for solving a specific social problem

To support the common agenda, Campbell Healthy Communities identified four strategic focus areas:

**FOOD ACCESS**
Ensure access to affordable, nutritious and fresh foods in our communities

**PHYSICAL ACTIVITY ACCESS**
Increase opportunities for physical activity in school, after school and throughout the community in a safe environment

**NUTRITION EDUCATION**
Support healthy lifestyles by educating children, parents, expectant mothers and school staff

**PUBLIC WILL**
Engage the public as a partner in the creation and sustainability of a healthy community
During the first three years, Campbell funded ten investees to implement strategic programmatic interventions in six school- and community-based sites. The funding also addressed system-wide change targeting environmental and policy changes in our schools, behavioral changes in our children and families, and citywide changes in our food system. The initial success of this program proves the power of a collective impact framework, where all partners are committed to a common vision and work together to achieve it.

Campbell’s investments have supported local, regional and national partner organizations, “investees,” over the last three years. In addition to investee organizations, the program funds strategic investments that build capacity across programs. Further, several partners are co-investees, dedicating funds to the program which Campbell matches (indicated with a √ ).

INVESTEES
Organizations that provide direct programming in Camden communities
STRATEGIC INVESTMENTS
Organizations that build capacity across the programs
Achieved with 12 additional corner store conversions in Fiscal Year 2014 for a total of 34 conversions overall and more than 23,000 Camden residents served.

In the fall of 2013, Camden lost its only full-service grocery store. The food system in Camden is primarily comprised of a network of 150+ corner stores. The Food Trust’s Healthy Corner Store Network was created to provide access to healthy and fresh foods by motivating youth and adults to purchase healthier items through direct marketing in the corner stores. Corner stores are converted by receiving equipment and/or training to provide more fresh food options. The Food Trust also conducts in-store nutrition education lessons which provide participants with the skills, knowledge and access to make healthy choices, while changing the culture and norms around healthy eating. To date, 25% of all corner stores in Camden are enrolled in the Healthy Corner Store Network.
OBJECTIVE:

Strengthen the local food system and food economy in Camden

Achieved by analyzing the existing food system, developing recommendations, and providing support for innovative food projects.

The Delaware Valley Regional Planning Commission (DVRPC) has done extensive work identifying components of the existing food system in Camden City. In fall 2014, with Campbell Healthy Communities and The Reinvestment Fund, DVRPC will release a report with recommendations that will support a more robust, equitable food system for Camden City. Additionally, with the Community Foundation of South Jersey, Campbell and several other funders, DVRPC helped to establish the Camden Food Innovation Fund, which seeds innovative projects that create economic opportunity and foster access to healthy food in Camden City.

Fostering a Culture of Health in Corner Stores

The Food Trust’s Healthy Corner Store Network currently extends to 52% of the communities in Camden City to expand access to affordable and nutritious fresh foods. In addition to store environment changes, The Food Trust implements in-store nutrition education lessons and cooking demonstrations. Corner store owners appreciate the lessons because they raise the level of the customer experience in their stores.

Nutrition lessons drive customers to buy healthy options that owners introduce in their stores. A survey following in-store nutrition education lessons found that 71% of participants intend to purchase targeted healthy products.

Leveraging the Campbell investment, The Food Trust received additional funds from Robert Wood Johnson Foundation to create a statewide Healthy Corner Store Network in New Jersey.
OBJECTIVE:

Provide children with greater access to physical activity in a safe environment throughout the day

Achieved with more than 515,000 hours of physical activity provided to children in FY 2014, a 375% increase over FY 2012.

Soccer for Success, a co-investment with the U.S. Soccer Foundation, the United Way of Greater Philadelphia and South Jersey, and Campbell Healthy Communities, was successfully implemented by lead partner, the Boys and Girls Club of Camden County, to provide soccer and nutrition education to children in after-school environments. Soccer for Success is an innovative sports-based youth development program that uses soccer as a way to engage children. The program served almost 700 students at 19 sites in community centers and schools in every neighborhood throughout the city of Camden. Participants in the Soccer for Success program engage in 90 minutes of structured instruction, with at least 60 minutes of vigorous physical activity three days a week for the twelve-week program which is offered in the fall and spring.

The Campbell Healthy Communities’ investment in the YMCA is for implementation of the CATCH program. For over 25 years, CATCH has been providing schools and communities an evidence-based solution for the prevention of childhood obesity. Local staff are trained to lead physical activity and nutrition lessons. In FY 2014, the YMCA established self-sufficiency in six Campbell Healthy Communities sites by providing CATCH training that led to integrated physical activity and nutrition education programming activities. Campbell funding also provided athletic equipment for each of the sites.
In FY 2014, Soccer for Success in Camden increased to a total of 19 sites, providing almost 700 children with a safe place to play after school. Children experienced marked improvements in weight status and aerobic capacity.

At the beginning of the program, 44% of children were classified as healthy weight; 56% were classified as overweight or obese. By the end of the program, 48% of children were classified as healthy weight, and 51% were classified as overweight or obese, about a 10% reduction in obesity in one year.

Aerobic capacity of children was also measured using the FITNESSGRAM tool. Children were classified into three categories: Healthy Fitness Zone; some health risk; and high health risk. At the beginning of the program, 58% of children were classified in the Healthy Fitness Zone; 23% had some health risk; and 19% had high health risk. At the end of the program, 73% of children were classified in the Healthy Fitness Zone; 15% had some health risk; and 12% had high health risk.

One of five children (19%) in the Healthy Fitness Zone at the end of the program had health risks at baseline. Of children classified as having some or high health risk at the end of the program, 100% started in the same category, i.e., no children showed decreased aerobic capacity.

“The Soccer for Success program has had a great impact on our kids’ lives, providing a safe after-school sports program that gives them the opportunity to learn about nutrition and healthy living while working up a sweat playing soccer. We nearly doubled our participants from fall to spring and the kids are so excited during the days we have practice, it has made a positive influence on their school work and behavior.” – Coach Mesey, Sharp School
George, a 5th grade student from ECO Charter School, a Campbell Healthy Communities site, explained his favorite part of Cooking Matters® to Director, Kim Fortunato. “The best part,” he commented, “is that now I go home and tell my mom what is healthy. I help her cook healthy meals for us, and I even tell her what healthy foods to buy when we go to the store together.”

“Students come to my office all the time to ask if FoodCorps service member, Ms. Alexis (aka “Vegetable Girl”), will be coming to teach lessons. They are truly excited to see the growth of their very own vegetables. I’m astonished at how all of these vegetables can be made into kid-friendly recipes that they really enjoy!”

– Denise Mastrosimone, School Nurse at Early Childhood Development Center, Camden

Children tend to their garden at the Center for Family Services in South Camden.
OBJECTIVE:

Provide nutrition education and cooking classes for children, adults and pregnant women

Achieved with more than 216,000 hours of nutrition education provided to children and adults in FY 2014.

Several Campbell investee organizations provide nutrition education and cooking classes. Collectively, partners work toward the goal of promoting healthy eating and cooking together as a family.

The Food Trust, Center for Environmental Transformation, Food Bank of South Jersey and the FoodCorps service members coordinated their work to create mutually reinforcing activities to support nutrition education. Gardens were built and maintained at all six sites. Teachers incorporated gardening into their educational curriculum and made garden maintenance part of their daily classroom routine. Farm-to-school activities included lessons that highlighted benefits of local produce and taste tests with produce donated from local farms.

The Food Bank of South Jersey implemented Cooking Matters®, a nutrition education program that fights childhood hunger by teaching families how to make healthy food choices on a budget. Cooking Matters® takes a cooking-centered approach to nutrition education and brings children and adults in touch with food and health. Children at one site started the “Two-Bite Club” that inspired kids to try new foods by committing them to try at least two bites. The most popular Cooking Matters® course takes place in the Campbell Consumer Test Kitchen with Campbell Chefs and volunteers.

The Camden Coalition of Healthcare Providers (CCHP) implements the Pregnancy and Parenting Partners Program (P3). The group cohort program combines group prenatal and well-child visits, nutrition education and skills-based training for low-income parents. In FY 2014, the program incorporated nutrition and healthy eating into the curriculum for pregnant and parenting mothers through bi-monthly prenatal and pediatric group visits.
1

OBJECTIVE: Engage the community to advance real solutions

Achieved with 70 community meetings and 560 community members participating.

A primary objective of the program is to engage the community in solutions to difficult problems. The Campbell Healthy Communities program includes a coalition whose members meet monthly and whose leadership is in regular communication with community partners and stakeholders. Workgroups comprised of community-wide individuals and organizations support the food access, nutrition education and physical activity/access strategies. The workgroups are inclusive and open to any interested community member. All investees conduct community events specific to their objective, and many conduct parent engagement activities at the Campbell Healthy Communities sites.

“The most powerful experience in my career as an educator.”
OBJECTIVE:
Illustrate our purpose through involvement in the Campbell Healthy Communities program

Achieved with Campbell employees embracing the Campbell Healthy Communities program and contributing to overall volunteerism of more than 21,000 hours to community organizations.

Campbell has a rich culture and history of supporting its hometown communities through volunteerism. Employees are permitted to volunteer on company time. The Campbell Healthy Communities program involves Campbell Soup Company employees in community engagement opportunities. Volunteerism generates social value when it helps nonprofit organizations improve capacity to carry out their missions. Specifically, the outcomes of successful volunteerism include improved efficiency, effectiveness and reach.

This year, a 28-member team of Campbell Soup Company volunteers created a Career Paths program for Healthy Communities schools. This program introduced 5th graders to a year-long program where students learned about multiple career paths at Campbell and how a product goes from ideation to shelf. The experience culminated with a student demo of what they learned, including presenting and conducting taste tests of a product they created and produced.

One parent explained how impactful the program was for his 5th grader, who had been participating in the Career Paths program and benefitting from the interaction with Campbell Soup Company employees: “Inviting students to visit Campbell and learn many valuable skills is such a rare opportunity for these students. It is something they will never forget.” The Head of School said the Career Paths program was “the most powerful experience in my career as an educator.”
Achieving Systems Change

Without data we cannot inform the public or mobilize resources to address health disparities. When Campbell Soup Company began its work to reduce hunger and childhood obesity in the city of Camden, the first obstacle was the lack of citywide data. Countywide data did not capture the unique demographics and challenges of Camden City. Systems changes have now been achieved for collection and reporting of hunger and childhood obesity data.

Taking measurable steps toward reducing hunger

According to Feeding America, which has the most comprehensive data available at the community level in Camden, Campbell Healthy Communities provides programming in areas where over a third (35%) of households are food insecure and almost half (45%) live at or below the poverty line. The unemployment rate in these households is 33%. Addressing these challenges is part of our comprehensive programming to meet basic food needs, and to provide access to and supports for healthier living.

In order to collect local-level data on food insecurity, a validated two-question food insecurity screen was piloted in the waiting room at Our Lady of Lourdes Hospital’s Emergency Department from 2012-2013. The pilot found that over 65% of respondents experienced food insecurity.

Based on that pilot and the need for real-time citywide data collection, the Camden Coalition of Healthcare Providers (CCHP) developed a web-based form for the two-item screen to measure food insecurity in 2013-2014. The web-based tool will be housed in CCHP’s HIPAA-compliant data system and can be disseminated to partners across the city to begin collecting hunger data in real time. This will create a real-time dashboard that measures hunger across the city.

Consequently, web-based data collection is now being implemented as a part of routine care by Our Lady of Lourdes School of Nursing and the Camden Coalition’s Care Management Intervention. Over the course of the next year, more sites will be added, including schools, primary care offices, after-school programs and community organizations.

As we add more collection sites, and as people enter data each day, we will be able to take a snapshot of hunger in the city at any given moment, as well as attempt to capture long-term trends in the data.
Taking measurable steps toward tracking changes in Body Mass Index (BMI)

Several efforts were initiated from FY 2012 to 2014 to support systematic surveillance and reporting of BMI across Camden City. The program tracked a cohort of students at two charter schools that received intensive nutrition education and CATCH programming. Soccer for Success collected data on children’s weight status and found a 10% reduction in obesity in just one year.

At the systems level, Camden Coalition of Healthcare Providers (CCHP) also worked with Cooper University Hospital in FY 2014 to extract all height and weight data collected in the hospital’s electronic medical record (EMR), resulting in data from 9,000 children (see Figure 5). These clinical height and weight measurements are a reliable and valid source for tracking population-level changes in BMI over time.

In addition, partners are working to develop relationships with Camden City School District to establish an agreement to receive anonymous student height, weight and BMI data measured in schools. Data-sharing agreements will allow for longitudinal analysis and monitoring of changes in child weight status over time.

Figure 5: Weight Status of Camden Children Ages 2 to 19

<table>
<thead>
<tr>
<th>%</th>
<th>Not Overweight or Obese</th>
<th>Overweight</th>
<th>Obese</th>
<th>Very Obese</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Overweight or Obese</td>
<td>58.4%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overweight</td>
<td>17.4%</td>
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<td></td>
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</tr>
<tr>
<td>Obese</td>
<td>6%</td>
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<td></td>
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<tr>
<td>Very Obese</td>
<td>18.2%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

MEASURING FOOD INSECURITY IN CAMDEN

A validated two-question screen will be implemented community-wide as a barometer for monitoring hunger in the community. A web-based tool will be used as a food insecurity surveillance system for Camden. The tool can be accessed at www.camdenhealth.org/hunger-surveillance-survey/.

The validated two-question screen for food insecurity is evidence-based. An affirmative response (“often true” or “sometimes true,” versus “never true”) to question one and/or question two is considered a positive screen for food insecurity:

1. “Within the past 12 months we worried whether our food would run out before we got money to buy more.”

2. “Within the past 12 months the food we bought just didn’t last and we didn’t have money to get more.”

The Campbell Healthy Communities program is considered a best practice and model for the food industry, according to a Grocery Manufacturers Association (GMA) report, “Impacting Communities: A Framework for Advancing the Effectiveness of Health and Wellness Programs.” This model, its four strategic focus areas, community partnership and engagement process, and collective impact approach are all being scaled and replicated in Campbell’s largest plant community in Napoleon, OH.

This year, the program has been presented at high-profile and high-impact venues, including Google headquarters and the United Nations in a meeting on approaches to address the global epidemic of non-communicable disease. A case study of Campbell Healthy Communities was presented in the recent GMA report as a model private-sector initiative that is advancing the effectiveness of health and wellness programs. Campbell Healthy Communities was also highlighted as a case study in the U.S. Chamber of Commerce Foundation’s “Building a Healthier World: Private Sector Solutions That Save Lives.”

The program is a public/private partnership model for real solutions that address four strategic areas: food access, physical activity access, nutrition education and public will. Much work remains if we are to address deep-rooted health disparities in years to come. The decisions of families, schools, businesses, employees and the broader community impact everyone’s health.

What we do every day matters, and Campbell Healthy Communities will continue working to improve the health of young people by reducing hunger and childhood obesity in the communities where we live and work. We believe that we are turning the tide in Camden and have tremendous hope for our city, children and Campbell communities.
During a recent corner store training visit, staff from The Food Trust had the pleasure of meeting Damiel and Dulce, who run Rosemary Mini Market in Camden’s Lanning Square community. Dulce recalled that in recent years, the produce at Rosemary didn’t often sell, going bad on the shelves due to lack of demand. But Damiel, who owns the store, continued to offer it. His mother is diabetic, and he knows all too well the dangers of not eating healthy foods. When The Food Trust offered to host nutrition education lessons at Damiel’s store, he jumped at the chance to not only teach his customers about how to cook healthy, affordable meals, but also stock his shelves with the ingredients to make them. Nowadays, the fruits and vegetables at Rosemary have become much more popular, and Damiel and Dulce are so grateful that their customers are helping them provide fresh, healthy foods to the community.