



STRATEGIC PHILANTROPY



## BUSINESS CASE STUDY: Johnson & Johnson

### Company Overview

**Sector:** Manufacturing (Pharmaceuticals, medical devices, and other products)

**Number of Employees:** 126,500

**Headquarters:** New Brunswick, New Jersey (NJ)

**2014 Revenues:** \$74.331 Billion

### Initiative Overview: Healthier New Brunswick

**Department:** Corporate Contributions

**Geography:** New Brunswick, NJ

**2014 Investment in New Jersey:** \$6 Million

**Time Frame:** 2001-Present

## Background

Johnson & Johnson (J&J) has 256 operating companies with approximately 126,500 employees in 60 countries around the world engaged in the research and development, manufacture and sale of a broad range of products in the healthcare field. The company's product portfolio spans pharmaceuticals, consumer and medical devices with products that touch more than 1 billion people every day.

## Strategic Philanthropy

The company's strategic philanthropic intent in New Jersey is to strengthen community health and vitality by investing in strategic partnerships and collaborative networks where many of its employees live and work. J&J works with 52 partners in New Jersey delivering 75 programs. This case study profiles the Healthier New Brunswick initiative (HNB), a collective impact effort funded by J&J in New Brunswick, New Jersey – the company's world headquarters.

## Vision & Goals: Healthier New Brunswick

The mission of HNB is to improve the health and healthcare of New Brunswick through community-based partnerships. The initiative includes a common agenda, mutually reinforcing activities, continuous communication and shared measurement (see *Stakeholder Engagement* below), all supported by a backbone organization that plays a leadership and convening role. HNB strives to:

- **Initiate** collaboration among stakeholders to identify, develop, and implement initiatives impacting health
- **Facilitate** workgroups and coalitions to address health needs recognized by community health data and broader agendas (such as Healthy People 2020), and improve communication to create awareness of community health improvement efforts
- **Assess** progress and guide stakeholder decision-making through evaluation processes, which also serve to minimize the duplication of efforts around community health services
- **Engage** the community to promote city-wide initiatives targeting resident needs, and provide a forum for exchange and coordination

## J&J Community Choice Drivers

- **Where Employees Live & Work:** J&J was incorporated in New Jersey in 1887, and in 1978 it committed to establishing New Brunswick as its world headquarter location. The commitment included an investment to revitalize the city through scaling up community-based services and improving local infrastructure. J&J has more than 9,000 employees living in New Jersey, primarily concentrated in seven counties – Middlesex, Hunterdon, Somerset, Union, Mercer, Monmouth and Morris with all receiving **philanthropic** funding from J&J.
- **Identified Community Health Needs:** Based on local health, demographic, and economic data analysis, the initiative identified several key priority areas for intervention (see *Assessing community Risk and Disease Burden* below).

- **Alignment with J&J Strategic Intent:** J&J has a NJ community strategic plan that provides clarity around areas where the corporation believes it can have the greatest impact with partners which includes funding, technical assistance, communications, and evaluation support.

## Healthier New Brunswick Stakeholder Engagement

HNB engages a broad range of local stakeholders for collective impact, including:

- **Backbone Organization:** New Brunswick Tomorrow (NBT), a nonprofit organization, is the backbone organization and governing infrastructure of HNB. It identifies community needs and convenes stakeholders (see: Assessing Local Risk and Disease Burden), including a Health Task Force. The Task Force plays an integral role in HNB as the primary vehicle for uniting partners as part of the collective impact approach.
- **Johnson & Johnson:** As a funder and strategic partner, J&J works with community partners on many levels – from capacity building to program delivery to communication efforts and indicator development, essentially providing philanthropic support within the HNB framework to achieve optimum outcomes/impact. The company plays an active role in the strategic planning process and provides technical assistance to build the capacity of local partners regarding communications and evaluation. For example, a J&J representative has been a thought leadership partner in the development and delivery of such initiatives as New Brunswick Ciclovía, the New Jersey Partnership for Healthy Kids, New Brunswick Community Food Alliance and Healthier New Brunswick (see *Impact* section below).
- **Community Organizations:** These institutions deliver on specific programs within the community based on their organizational expertise and focus (education, healthcare, environment, etc.). The activities of each community organization align with the larger collective impact agenda. Many of these organizations receive philanthropic funding from J&J, and are convened by the NBT backbone organization.
- **Academia:** The Rutgers Robert Wood Johnson Medical School Office of Community Health works to implement and evaluate ongoing initiatives in the community. It provides community stakeholders with technical and strategic support while also tracking progress in population health outcomes.
- **Healthcare Institutions:** Through their community outreach, Saint Peter's University Hospital, Robert Wood Johnson University Hospital and the Rutgers Eric B. Chandler Health Center engage the community to address medical needs that affect low socioeconomic neighborhoods within New Brunswick, provide direct service care to all residents, conduct education and outreach programs and through the advent of the Affordable Care Act (ACA), and collect data about community health needs.
- **City Government:** The City of New Brunswick supports HNB through policy change and planning to create a built environment that promotes health, which helps the collective impact initiative meet its goals. One example is the adoption of a Complete Streets policy, in which the City works to ensure that streets accommodate all users: motorists, cyclists, and pedestrians, including the handicapped, elderly and children. The City also works with developers on projects promoting active living.

## Assessing Local Risk & Disease Burden

HNB leverages a variety of public sources to assess community needs:

- **Local Health Data:** HNB drew upon community health needs assessment data from local providers (Saint Peter's University Hospital & Robert Wood Johnson University Hospital), scientific literature, and state and federal data to understand local health needs and health equity. Asthma, mental health and substance abuse, nutrition and physical activity, tobacco, domestic violence, lead exposure, reproductive health issues, diabetes, and access to healthcare were identified as the most pressing local issues for HNB to address.
- **Demographic Data:** New Brunswick has a demographic composition different from the rest of its county (Middlesex), so it was not sufficient to track county health data over time. To understand the local demographics, HNB reviewed data from the U.S. Census Bureau for Middlesex County, New Brunswick, and four similarly-sized urban areas. It examined factors such as race, income, education, and home ownership. This data informed how HNB disseminates information, including which languages it uses in health literacy materials and indicators it uses to track population health.
- **National and State Initiatives:** HNB reviewed five national and state efforts to develop indicators with which to measure progress. These included: the federally-sponsored Healthy People 2020, the state-sponsored Healthy New Jersey 2020, the National Prevention Strategy, a set of indicators developed by Kaiser Permanente for its California hospitals, and the County Health Rankings & Roadmaps developed by the University of Wisconsin, Population Health Institute. For each of these indicator sets HNB created a table with information per indicator including the indicator and/or its objective; whether data were available for the baseline value, target value, and New Brunswick value; and data showing the indicators that are relevant to the HNB initiative. The indicators used from each of these databases reflected areas identified by HNB as areas of critical need and where interventions, programs and projects currently existed. The long-term outcome is to create a database that provides markers that track and measure community health improvement over time as well as inform new initiatives.
- **Perception Survey:** Efforts in New Brunswick are informed by the longest-running community survey in the US, the *Eagleton Perception Poll*. The Eagleton Center for Public Interest Polling at Rutgers conducts the survey in partnership with NBT and J&J to capture perceptions of the quality of life in New Brunswick and reactions to the changes and developments that have occurred over the past three and half decades. J&J uses survey insights to understand local issues, identify trends and guide its philanthropic initiatives.
- **Community Forums:** HNB conducts community forums at least twice annually to share information with residents, community organizations and local leadership in public and private sectors, and to assess their performance against feedback benchmarks.

## Evaluation Framework

HNB's approach to shared measurement includes the development of core indicators and leverages community input. Rutgers Robert Wood Johnson Medical School, in collaboration with each of the other partners and support from J&J, developed a report in 2015, *Measurement to Promote a Healthier New Brunswick* that reviewed indicators HNB currently collects and identified indicators that may be collected in the future. The report includes recommendations of key health indicators for improving health outcomes and provides guidance on how best to collect future data sets for those indicators. The report is publicly available online.

The following are key components of HNB's evaluation approach:

- **Developing Shared Indicators:** When HNB considered which indicators each partner would collect, they categorized indicators based on whether they were being collected by other organizations, those that could be collected by surveys or focus groups, and those that could be collected from electronic health records, emergency room utilization, or insurance billing data.
- **Community Partners Evaluating Activities:** Each community partner that implements local programs measures the effectiveness of their work, using methodology and metrics appropriate for their programs. Four key partners (NBT, J&J, Rutgers, and the City of New Brunswick) are tracking the overall progress of the community’s health using local, county, and state health data and indicators identified throughout the needs assessment process (see *Assessing Community Risk and Disease Burden*).
- **Identifying Priority Issues:** Poverty and education were identified as the most pressing social issues, and access to care, mental health, and nutrition were identified as the most pressing health issues for New Brunswick.
- **Evaluating Population Health Impact:** As part of the HNB Leadership Team, NBT will partner with Rutgers Robert Wood Johnson Medical School in supporting and establishing a data collection, reporting and dissemination process that measures community health and well-being, focusing on population level indicators established during the needs assessment process.
- **Identifying Challenges:** Inconsistency of data collection across partners, shifting demographics, and population mobility are some of the issues that HNB identified as challenges to developing shared indicators and an overall reporting framework design.

## Activities, Measurement, and Impact

J&J works with more than 50 community-based partners in New Jersey, and each organization’s individual efforts synergize to contribute to overall collective impact. Below is a sampling of partners that J&J works with, demonstrating the range of populations, health areas, and activities supported by corporate philanthropy. Each organization measures its own results and impact, while HNB measures the synergistic, population-level effects of these combined activities.

Community Partner Activity	Measurement	Results & Impact
<b>New Brunswick Community Farmers Market</b> A partnership between Rutgers University, Johnson & Johnson and the City of New Brunswick provides access to affordable produce, open 3 times per week addressing food insecurity challenges	<ul style="list-style-type: none"> <li>• A baseline pre- and post-survey process was established in conjunction with the launch of the market in 2009. Rutgers University surveyed both market customers (123) and surrounding community (400+) to establish a baseline about community needs (total of 542 individuals)</li> <li>• Survey measures included: food intake frequency and food insecurity; socioeconomic characteristics such as education and income; and demographic characteristics like gender, age, and race/ethnicity</li> </ul>	<ul style="list-style-type: none"> <li>• In 2014, the market served nearly 3,000 customers and importantly, residents using public assistance vouchers has consistently increased from year to year as recorded by redemption rates. 267 people have participated in educational programming and over 150 volunteers have helped to support the market</li> <li>• Upon the launch of the market, the vast majority of the participant agreed that the market improved access to fresh foods (90%) and that they wanted the market to continue (97%)</li> </ul>
<b>New Brunswick Ciclovía</b> An open streets initiative launched in 2013 by NBT in partnership with the City, J&J, and Rutgers University. During Ciclovía, the city streets become car-free for 5 hours for families to run, walk, skate, ride bikes, and enjoy active events	<ul style="list-style-type: none"> <li>• A robust evaluation plan was established as part of the strategic planning process to highlight best practices, document impact on the community, and create a model for replication by other NJ communities</li> </ul>	<ul style="list-style-type: none"> <li>• In 2013, 4,124 people attended Ciclovía. Of these, 72% were walking and 28% were bicycling</li> <li>• The evaluation results included data on race, age, gender, activity levels, socioeconomic status and other characteristics of participants</li> </ul>

<p>along the route. Ciclovía runs 3 – 4 times per year</p>	<ul style="list-style-type: none"> <li>The methods included pre- and post-Ciclovía interviews with active advisory and subcommittee members, post-Ciclovía interviews with NBT Outreach Coordinators, research team direct observations, intercept surveys with Ciclovía participants and counts of Ciclovía attendees on the day of the New Brunswick Ciclovía</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation results of the 2013 New Brunswick Ciclovía are available <a href="#">here</a></li> <li>In 2014, Ciclovía was expanded to 3 events in New Brunswick attracting over 11,000 participants; and in 2015 to 4 events</li> </ul>
<p><b>Latino Diabetes Wellness &amp; Prevention</b> A partnership with the Robert Wood Johnson University Hospital, delivers education, medical referrals and health navigation tools to Latino families who otherwise would not have access to diabetes education and support</p>	<ul style="list-style-type: none"> <li>1,000 individuals reached via community outreach; 150 enrolled in individual or group education and followed up at 3, 6 and 12 months</li> </ul>	<ul style="list-style-type: none"> <li>To date, 25% of participants achieved improvements in clinical indicators such as body mass index (BMI); 75% demonstrated an increase in knowledge pre and post intervention</li> </ul>
<p><b>Perinatal Diabetic Management Services</b> A program with Saint Peters University Hospital that targets pregnant women at risk for diabetes, pre-diabetes, and diabetes before, during, or after pregnancy to ensure proper care and disease management for mothers and babies. The initiative uses teams of providers from across hospital departments to develop action plans for each patient. Goals including weight management, self-monitoring of blood sugar levels and adjusting insulin dosages are tracked throughout the pregnancy</p>	<p>Aptitude of diabetes nutrition knowledge was measured in a cohort of pregnant diabetic patients (N=407) from 2010 – 2014. This was assessed by a multiple choice test consisting of the same 6 questions given at the initial and their prenatal sessions. Patients were supplied with glucometers and test strips and instructed to self-monitor blood glucose daily. Meters were downloaded to determine the average number of times per day patients was testing</p>	<ul style="list-style-type: none"> <li>Results showed a significant increase in diabetes literacy test scores of 16% in the patients enrolled (p. &lt;.001). Adherence to self-monitoring of blood glucose showed patients tested 3.3 times per day (N=231) as compared to other research which reported adherence of 2.08 times per day</li> <li>Results of this initiative suggest enrolment in a RDN-taught diabetes management program during and after pregnancy is effective to improve nutrition knowledge related to diabetes and SMBG adherence. This increase in knowledge and monitoring adherence may lead to healthier maternal and fetal outcomes and decrease the risk of future diabetes</li> </ul>
<p><b>Rutgers Robert Wood Johnson Medical School Dental Care</b> Identified as an unmet need and sited as a reason for excess emergency department utilization, access to dental services are provided free of charge to economically vulnerable residents with a focus on children</p>	<p>The Robert Wood Johnson Medical School Dental Clinic collects data and outcomes of all clinic patients</p>	<ul style="list-style-type: none"> <li>In 2014 (1 year timeframe) a total of 4,775 patients were served via 10,975 visits</li> <li>The percentage of prophylaxis appointments among these patients (pediatric focus) increased from 39% to 53%</li> </ul>
<p><b>Nurture thru Nature (NtN)</b> A partnership initiative with Rutgers University in collaboration with the Board of Education this program introduces children grades 4 through 6 to hands-on science experience and faculty, staff, and students from the university provide educational resources to youth. The program aims to facilitate students’ pursuit of STEM education/careers and promote community development</p>	<ul style="list-style-type: none"> <li>This program has an evaluation plan working closely with the Board of Education to provide academic performance data</li> <li>NtN is delivered to 7 cohorts of New Brunswick Public School students from six elementary schools and the middle school with the use of a lottery to decide student selection. The core program reaches students grades 4-8, with all necessary partnerships and connections in place to extend the program to high school grades 9-12. The oldest cohort of NtN students will enter high school in the fall of 2015</li> </ul>	<ul style="list-style-type: none"> <li>NtN project’s structure includes an actively and well-functioning university-corporate-community partnership that has been in place for 6 years</li> <li>105 students were enrolled in the program in the 2014-15 academic year. This design allows HNB to assess program impact from year to year between NtN students and their non-participating peers</li> </ul>

## Communicating for Collective Impact

In November 2014, the *Live Well-Vivir Bien* New Brunswick Citywide communications campaign was launched in support of HNB. The campaign connects collective impact partners to encourage collaboration, creates awareness among residents about healthy living, and provides tools for residents to identify and access resources and program offered through partner organizations.

## Looking to the Future: Impact in Development

Ensuring a strong backbone organization in the community is critical to the success of HNB. NBT plays a central role in New Brunswick in convening and galvanizing community partners with aligned goals that yield the best possible health outcomes for residents. Because many of the strongest predictors of health and well-being fall outside of the traditional health care setting, NBT brings the community together for open dialogue and plays an integral role in mobilizing community partners around interventions and strategies that address the priority health indicators identified in the Measurement Report tracking overall population health.

Through the establishment of core indicators and a process for data collection from individual community partners, HNB will be able to track progress and tell the story about the health and vitality of the New Brunswick community.

*This case study was adopted from a semi-structured qualitative interview and publicly available information. To learn more about the link between workforce and community health and the strategies businesses are implementing to invest in community health, read the Vitality Institute's report "Beyond the Four Walls: Why Community is Critical to Workforce Health."*

*To access the report and additional case studies, visit [www.thevitalityinstitute.org/communityhealth](http://www.thevitalityinstitute.org/communityhealth) or look us up on social media @VitalityUSA #Beyond4Walls.*