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Strategic Planning for Upstream Prevention

November 7th, 2025

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District





Learning Objectives

- Participants will explore how to incorporate upstream prevention and student mental health into their 5 -year Strategic Plans and annual Continuous Improvement Plans, to maintain a consistent focus.
- Participants will explore a case study of how the Marsing School District leveraged their student data to create efficacy around the topic of adolescent depression rates and create significant improvement.
- Teams will explore a case study of data and brainstorm possible actions that could be taken in response to a data set.





Moving Upstream: A Strategic Approach to Prevention

The case for 5 -year strategic planning:

- Navigating Complexity: Strategic planning is essential for maintaining focus through the chaos of new initiatives, changing legislation, administrative turnover, and political pressures.
- Proven Success: Idaho districts have credited their five -year strategic plans with enabling sustained improvement.
- Unified Commitment: A successful plan requires a shared commitment from the board and district administration.





Sustained Focus

- Many strategic plans address student safety, but often concentrate on reactive measures and physical infrastructure rather than on upstream support systems. Prioritizing proactive, preventative supports is key to heading off crisis situations before they occur.
- Integrating upstream prevention into the strategic plan is a crucial step towards creating a sustainable, system -wide culture of proactive support. The broad, district -level goal provides the overarching direction, allowing each school to develop specific, contextualized action plans that align with the larger vision.
- A 2023 Hanover Research report states that when "executed with fidelity, strategic planning has a positive and significant impact on organizational performance". By using a data —informed strategic plan, districts are more likely to achieve their goals and create a unifying vision for improvement.







References to Upstream Prevention in the BCSD 5 - Year Strategic Plan

- Reference 1: BCSD will promote and foster an environment where the overall wellness and emotional health of students, staff members, and families are a priority to support positive behaviors and cultural diversity for all students.
- Reference 2: BCSD will continue working with Communities for Youth using the Icelandic Study Model to ensure student needs are met based on the data collected for each year and provide education to staff/parents/students.
- Reference 3: BCSD will create a culture in which all teachers and staff purposely develop relationships with students. BCSD will offer opportunities to increase family engagement through events and school -wide community initiatives.



Bridging Vision and Action: From the 5 Year Strategic Plan to the Annual Improvement Plan

- From Plan to Action: Our 5-year strategic plan is brought to life through annual Continuous Improvement Plans (CIPs).
- **Departmental Focus:** Each district department (e.g., Finance, Facilities, Teaching and Learning) identifies 2 -3 key goals for the year.
- Cascading Goals: Schools align their improvement plans with the Teaching and Learning department's goals.
- Individual Alignment: All employees are expected to align their Individual Improvement Plans with at least one of the district's systemic goals.



2025 - 2026 BCSD CIP Goals

- By the end of the school year, all student cohorts will demonstrate a minimum of 2% growth in proficiency on the state standardized tests, as measured by a comparison of spring-to-spring assessment data.
- By February 1st, all teachers will have completed professional development on strengthening Tier 1 instructional strategies for language learners and will consistently implement these strategies. Implementation will be measured through a minimum of 90% observed fidelity during classroom observations.
- By April 1st, we will improve the consistency of our student support systems for mental health, well-being, and behavior. This will be measured through a variety of data points, including: Student Attendance, Discipline Rates, Implementation of PBIS Tier 2 and 3 support, and student response data to wellness and engagement surveys.





Case Study

Marsing School District





How this is Impacting Idaho: Marsing







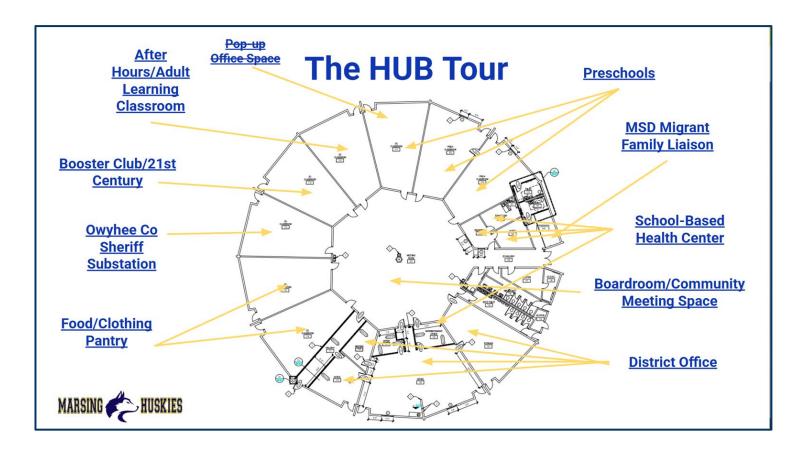
Strategic Planning: The HUB



The HUB: A Community
Resource Center located at
Marsing School District

Goal: Remove barriers to student success through integrated supports

Funded by over \$5M_(since 2019) in grants, partnerships, donations, volunteer hours











Snapshot of an Initiative

Building the best possible community for youth.

2022

4/2022

2022

2023

Initiative Begins

School leadership and C4Y team.

First Survey & Data Walk

At our first survey 66% of kids scored at the moderate to severe level of depression.

Hire School Nurse

Nurse brings MH skills into classrooms.

Build Kindness Campaign

Met with Marsing community to focus on increasing kindness as a protective factor across domains.



* State Stat

Trans III



2024

Build Connection & Physical Activity Campaign

Community partners brainstorm sports court. School & family focus on connection for youth. 5/2023

Second Survey & Data Walk

Focus on engaging teachers/ staff and youth in findings. As well as community.



5/2024

Third Survey & Data Walk

2024

Breaking ground on SportsCourt



Expanded Coalition

2024

Marsing Community members (school, parents, youth, city mayor, faith leaders, etc.) join

together to keep the Upstream Prevention initiative going! 1/2025

Significant decrease in depression!

Our most recent survey shows the Marsing community has brought depression rates from

66% to 24% in 3 years! Next Survey will be 9/2025

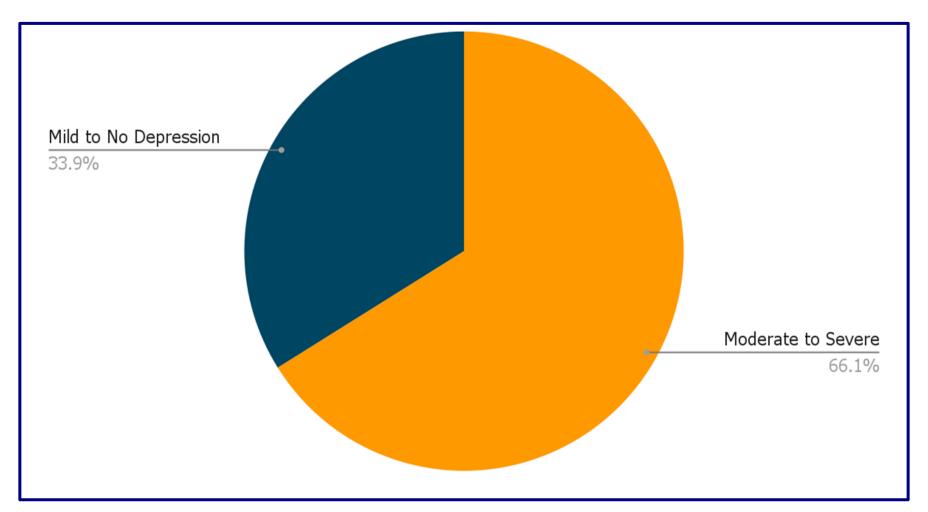
Initiative Funders

- · Blue Cross of Idaho Foundation
- Southwest District Health
- St. Luke's Health System





Percent of Students Reporting Depression 2022



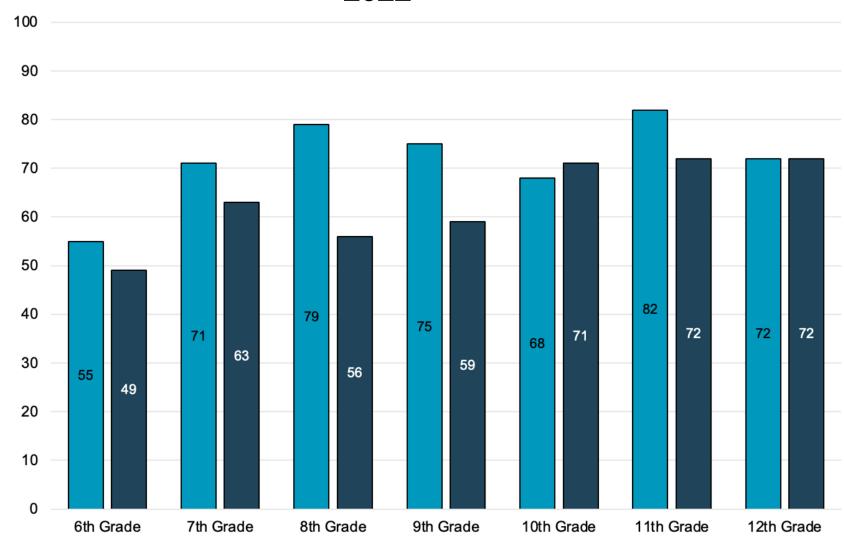








Percent of Students Reporting Depression by Gender and Grade 2022















Kindness Campaign

You're invited!

Bring yourself, family, and friends for dinner and fun at the $\,$

MARSING KINDNESS KICK-OFF!



As a community, we're coming together to help create the best environment possible for our kids. Our first goal? Spreading kindness! To learn more about this and how you can join in, bring the family to a FREE dinner to hear great local speakers, learn more about our community goals, and win fun prizes!

WEDNESDAY, JANUARY 25 @ 6-7:30 P.M. MARSING SCHOOL CAFETERIA

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You don't have to RSVP, but let us know how many we can expect from your group here.

We'll see you there!

Join in the fun!

- FREE PIZZA dinner
- Prizes in the FREE RAFFLE include a movie projector, airpods, a Galaxy tablet, and so much more!
- Inspiring speakers include Debbie Elizondo, Kyle Brotzman, and Shea McClellin
- Free onsite childcare and special activities for kids 5th grade and younger



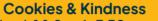


Save the date! MARSING SPRING KINDNESS EVENTS

Attention all Marsing residents!

Everyone is invited to free kindness events this spring to help build our community and create a kinder Marsing.





March1&2@4-7:30 p.m.
(stop by the cafeteria while you're here for parent conferences)

Family Activity Night April 6 @ 6–7:30 p.m.

Cinco de Mayo Party May 4 @ 6-7:30 p.m.

STAY TUNED FOR MORE DETAILS!



Want to know more about us? Communities for Youth is dedicated to partnering with Idaho schools, parents, and community members to help our young people struggling with mental health issues thrive into adulthood. Visit www.communitiesforyouth.org for more information













Marsing Youth: Factors in Depression & Ideation

Stress

Social Isolation

Physical Activity

PHYSICAL ACTIVITY CAN BOOST MOOD

WHEN YOUTH ARE FEELING DOWN,
PHYSICAL ACTIVITY CAN MAKE A DIFFERENCE









increases levels of confidence, self-esteem, and body acceptance



provides
opportunities
to connect
with others



improves abilities to concentrate, learn, and sleep

YOUTH SHOULD AIM FOR AT LEAST 60 MINUTES OF PHYSICAL ACTIVITY EACH DAY



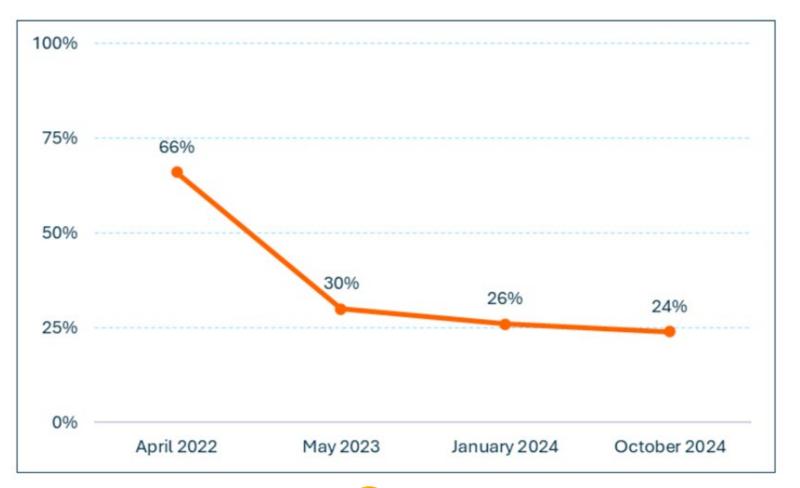


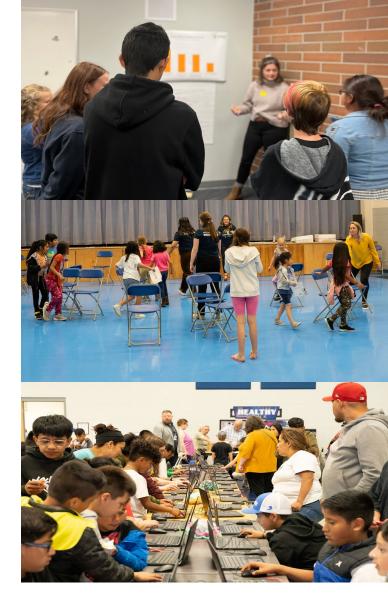




Marsing in Action

Depression rates over time





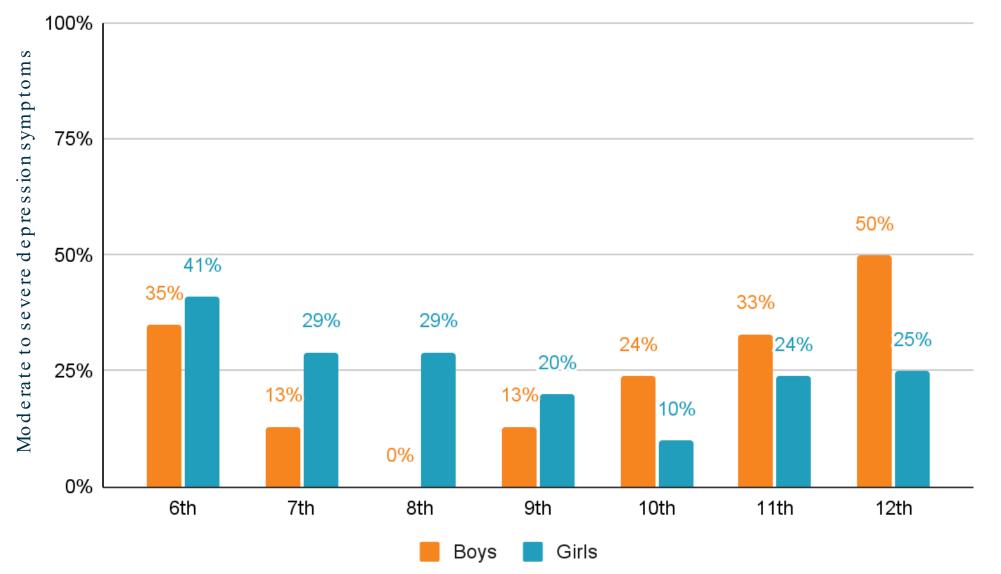






PHQ-9 Clinical Depression Symptoms in Marsing Students

October 2024

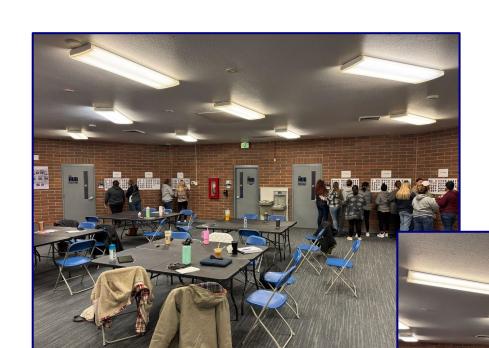


Middle school girls and high school boys show the highest rates of moderate to severe depression symptoms.

Rates have
continued to
decrease
each year
since 20 22!



Specific Strategic Work Example





Prioritizing Social
Connection













PARENTS: SIGN THE MARSING PROJECT STUDENT WELLNESS SURVEY! **DATA FROM THE SURVEY HELPED JUSTIFY FUNDING FOR THE NEW OUTDOOR PHYSICAL EDUCATION CLASSROOM TRACK** The survey has also brought in grant funding for the

The survey has also brought in grant funding for the Community Fitness Pad and the Marsing Specialized Bike Project.

PARENT OPT-IN IS REQUIRED BY STATE LAW









Brainstorming Scenario

Case Study #2

Mock Building Level-Student Response Data





Key Data Points Bright Spots:

- 72% of students participated
- 5 1% of students feel mentally healthy 5-7 days per week
- 74% of students spend more than 1 hour per day being physically active
- High rates of parental monitoring
- Low electronic bullying rates
- High participation rates in extracurricular activities
- 91% of students reported high comfortability with differences
- Nearly 2/3 of students reported feeling highly self-aware
- 2/3 of students reported feeling a high sense of empathy for others

 **University of Idd
 School of Health and Medical Pro



Key Data Points Potential Areas of **Opportunity:**

- 20% of students would not seek help from anyone if they were having a
- personal or emotional problem
- 51% of students are uncomfortable talking about personal topics with a
- mental health provider
- 6% of students get less than 9 hours of sleep each night
- 44% of students reported being able to talk about their problems with their
- family
- 25% of students believe the students at the school are nice to each other
- Lower reports of school connectedness than the district
- 50% of students reported that "looking good" is important to gain respect from their peers
- 53% of students spend more than 1 hour on social media each day





Discussion

- What are some potential ways that a school-level team could respond to this data?
- Which areas would your team prioritize as the most critical areas to respond to?
- How would you involve the broader community in the response system?







Asynchronous Challenge

- Discuss how a student-centered upstream prevention model could fit into your 26-27 school-wide CIP goal.
- Identify the steps necessary such as including a survey permission slip in their registration packet, selecting a survey that they will give and customizing the content for their local community, and establishing a team who will lead the charge on survey administration and unpacking the data with students, staff, and broader community.
- Backward plan a timeline for implementation and think about potential barriers that will require strategic action such as parent-opt in.





