



MONADNOCK DEVELOPMENTAL SERVICES

2026-2030 AREA PLAN

Approved by the Board of Directors of Monadnock Developmental Services

On February 23, 2026

Approved by the Department of Health and Human Services on June 8, 2026

Enhancing lives through inclusion, participation and relationships



Monadnock Developmental Services (MDS) was established in 1983 as one of ten nonprofit organizations designated by the New Hampshire Department of Health and Human Services to serve as an Area Agency. In this role, MDS supports individuals with developmental disabilities and adults with acquired brain disorders, as well as their families. MDS serves a catchment area of thirty-four towns in southwestern New Hampshire and currently supports approximately 1,600 individuals who have been determined eligible for services.

Overriding Vision: All people of all levels of ability are valued and will have opportunities to reach their full potential as productive members of society

Mission Statement: To work toward inclusion, participation and mutual relationships for all people who are at risk of isolation from community. We will promote self-determination and quality of life, develop an environment which encourages creativity, innovation, and individuality, and ensure quality of supports.

What We Do: MDS makes it possible for individuals with developmental and related disabilities to live, work, and participate in their community. As the Area Agency, MDS partners with a diverse group of stakeholders to maintain a comprehensive service delivery system. MDS ensures individuals and families are offered service delivery options, including the selecting their service coordination and direct service providers. We utilize a continuous feedback loop to identify regional needs, develop and coordinate responsive services, and measure quality to ensure we are meeting the needs of those we serve.

To avoid a conflict of interest, in the event that an individual's service coordination and direct services are both provided by MDS, the service coordinator will supply the individual/family/guardian with information on other approved service coordination or direct service agencies. The individual, family, or guardian will interview and select a new provider for either service coordination or direct services.



Stakeholders: Individuals, families and guardians, staff, board, provider agencies, health professionals, state and federal agencies, legislators, and the broader community



MONADNOCK DEVELOPMENTAL SERVICES AREA PLAN

Executive Summary

Monadnock Developmental Services (MDS) Area Plan is grounded in a commitment to advocacy and support for the individuals, families, providers and the staff who comprise Region 5. As an Area Agency, MDS is the entry point for intake and eligibility, providing individuals and families access to the array of services to enhance skills, abilities and community connections. This Area Plan seeks to enhance MDS's capacity to ensure a comprehensive service system, as outlined in He-M 505.03, is available for all individuals served by MDS. This plan identifies four strategic focus areas—each with targeted goals and measurable action steps for the agency and region for the next five years. These focus areas aim to reduce service gaps, maintain existing services and create a coordinated system that improves access for everyone.

The past five years saw enormous changes in our service system. Provider agencies now bill Medicaid directly instead of contracting with Area Agencies, individuals have a wide range of service coordination options, there are new Medicaid services available, and service coordinators roles have changed. There has been a period of adjustment for everyone to understand and adapt to the changes. As we look towards the future, we anticipate more changes. Continuing to create opportunities to share information and strong lines of communication will be essential for individuals, families, staff, providers and the community as we work together.



Advocacy and family support are core components of our organizational mission and essential in our day-to-day work. As an Area Agency, our strengths are advocacy for individuals and families, effective family support, service coordination and working with regional partners. This was reinforced in the feedback we received in developing the plan. Areas identified for improvement—and thus the plan's strategic focus areas—include workforce stability/staffing, collaboration with community partners, continuous learning, and technology/operational efficiency. These four key areas are designed to strengthen our infrastructure, allowing us to better serve individuals and families.



Planning Process

The Area Plan was developed using a comprehensive feedback process. Surveys were offered electronically, by paper and a voice option was also available to individuals and families receiving services, Area Agency staff and subcontractors, provider agencies, the Monadnock Family Council, the MDS Board of Directors, and community partners, yielding 267 responses. Additional information was sourced from Region 5's 2025 redesignation report. The information gathered underwent a thorough review and thoughtful discussion by the Area Plan Committee to develop the final plan.

The Area Plan Committee members include:

- Sara Blaine, Residential Resources Inc, provider agency representative
- Ellie Casey, Children's Service Coordination
- Howard Clark, Board of Directors
- Brianna Elliott, Direct Support Professional
- Angela Fletcher, Monadnock Family Council representative and parent
- Sheila Mahon, Director of Operations
- Jessica May, Adult Service Coordination
- Cameron Williams, Participant
- Mary Anne Wisell, Executive Director

Focus of the Area Plan: MDS is committed to advocating and providing high quality services to support individuals and families. This guides our work as an agency and is the guiding principle of the four areas of our plan.





STRATEGIC FOCUS AREAS

1. Workforce Stability

Objective: Support a diverse, well-trained, and sustainable workforce of all staff, respite providers, and home care providers capable of meeting the evolving needs of individuals and families.

Specific: Advocate for and support a strong, diverse workforce.

Measurable:

- Hold one legislative information session annually to advocate for living wages for staff
- Identify four direct support professionals within Region 5 to participate in a national certification program annually
- Expand provider capacity by 10% to serve more individuals and families within the Region 5 catchment area
- Recruit one new provider agency to begin serving individuals within the Region 5 catchment area in the five years of this plan

Achievable: Through coordinated provider outreach and partnerships. Also, by encouraging all agencies to conduct comprehensive reviews of fiscal and staff development practices to optimize resources.

Relevant: Addresses the staffing and service needs for individuals and families.



2. Community Networks

Objective: Strengthen partnerships with community and civic organizations to broaden access to resources and support for individuals and families in Region 5.

Specific: Strengthen relationships with community and civic organizations.

Measurable:

- Enrich community engagement by delivering a minimum of three presentations to community or civic organizations annually
- Participate in a minimum of three community events annually
- Enhance the efficiency of resource sharing to better serve families, individuals, and community partners
- Add a minimum of one new member to the MDS Board of Directors annually
- Add a minimum of one new voting member to the Monadnock Family Council annually

Achievable: Through consistent outreach and engagement.

Relevant: Expands community awareness, support, and representation.



3. Continuous Learning

Objective: Expand and enhance access to high-quality educational and training opportunities for individuals, families, staff, home care providers, provider agencies and community partners.

Specific: Deliver inclusive, high-quality learning opportunities.

Measurable:

- Host or promote a minimum of five educational and training opportunities that have been identified as a need by individuals, families, staff and service providers
- Increase overall training participation by 10% each year by leveraging technology to improve accessibility and convenience

Achievable: Topics will be identified through surveys, including, but not limited to regional and statewide trends and the family support survey.

Relevant: Builds skills and knowledge across Region 5.



4. Technology/Operational Efficiency

Objective: Improve internal and external communication, streamline workflows, and enhance service delivery through technology and modernized systems.

Specific: Optimize communication, documentation, and workflow through technology.

Measurable:

- Implement an Area Agency case management database system to improve tracking of individual and family services
- Upgrade communication systems to streamline the exchange of information among individuals, families, providers and staff
- Utilize a document management process to simplify submission and processing of required forms

Achievable: Using available software solutions and staff training.

Relevant: Improves the coordination of services and organizational efficiency.