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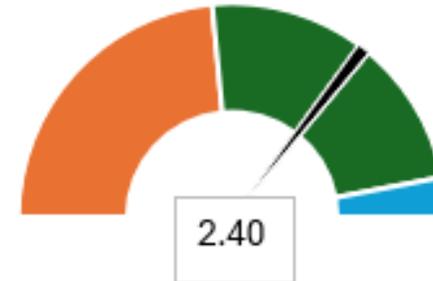
**District Health Officer 2025
Performance Evaluation
Chad Kingsley**

April 24, 2025

Overall Rating for Chad Kingsley's

2025 Performance Evaluation is 2.40 - Effective

Overall Rating is Effective



Scoring Range

1 – 1.99	Minimally Effective
2-2.99	Effective
3	Highly Effective

Final Evaluation Score Sheet

Area for Evaluation	Averaged Score	Section Weight	Weighted Score
Section 1: Strategic Planning Initiatives	2.54	50%	1.27
Section 2: Board Relations	2.56	20%	0.51
Section 3: Internal Leadership-Direct Reports	1.76	20%	0.35
Section 4: Community Stakeholder Engagement	2.62	10%	0.26
Final Evaluation Score			2.40

Evaluation Parameters

Performance Evaluation Requirements

- **Section 8.b of the current Employment Agreement between Northern Nevada Public Health and District Health Officer Chad Kingsley requires:**
 - **“Each year prior to or as near as possible to the anniversary date of Employee’s appointment as District Health Officer effective May 13, 2024, The District Board of Health will review and evaluate employee’s performance in accordance with the provisions of the Open Meeting Law.”**
- **NRS 241.033 requires:**
 - **Written Notice to employee of time and place of meeting at least 5 days before the meeting.**
 - **Written Notice of a list of general topics to be discussed.**

Changes to the Performance Evaluation:

- **The District Board of Health (DBOH) voted to use the same management evaluation process currently utilized by Washoe County Human Resources to evaluate top management.**
- **Developed weighted components and specific objectives.**
- **Instituted three-point rating system & final evaluation rating.**
- **Three separate evaluation surveys were established utilizing the DBOH approved questions. Participants complete the questions related to their interactions with the District Health Officer.**
 1. **District Board of Health Members completed: Strategic Planning Initiatives, Board Relations, Community Stakeholder and Narrative**

2. Internal Leadership-Direct Reports completed: Internal Leadership questions and Narrative
3. Community Stakeholders completed: Community Stakeholder questions and Narrative.

Survey Structure:

4 weighted components

- Strategic Planning Initiatives (50%)
- Board Relations (20%)
- Internal Leadership – Direct Reports (20%)
- Community Stakeholder Engagement (10%)

1 non-weighted component

- Narrative – opportunity for growth (0%)

Scoring:

- Developed and utilized a rubric to assign the score for each question.

Rating	Description
1	Minimally effective: partially met objective
2	Effective: met objective
3	Highly Effective: exceeded objective

- Score averaged by section and then multiplied by the weight for the category.
- Final evaluation score assigned based on rubric:

Final Evaluation Score Sheet

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Timeline:



- **February 11, 2025, District Health Officer (DHO) advised Chair his evaluation is coming due.**
- **February 2025 Performance Evaluation criteria agreed to by Chair and DHO.**
- **February 27, 2025, District Board of Health (DBOH) approved DHO's evaluation questions, list of participants and process.**
- **March 3, 2025, Surveys sent to participants. Survey ended March 17, 2025. Reminder emails sent 3/10/2025 & 3/13/2025.**
- **April 1, 2025, Vice Chair provides letter to DHO advising he will be evaluated in Open Meeting at the April 24, 2025, DBOH meeting.**
- **April 3, 2025, DHO Evaluation results provided to Chair, Vice Chair and DHO.**
- **April 10, 2025, results included on April 24, 2025, DBOH Agenda Packet.**
- **April 24, 2025, DBOH conducts DHO evaluation in Open Meeting.**

Survey Results

District Health Officer

Chad Kingsley's

2025 Performance Evaluation



Survey Response Rate

5 of 7 = DBOH Members responded

71.43% DBOH Member Response Rate

9 of 10 = Internal Leadership – Direct Reports responded

90% Internal Leadership Response Rate

21 of 32 = Community Stakeholders responded

(25 Community Stakeholders & 7 DBOH Members invited to complete this section)

65.63% Community Stakeholder Response Rate

35 responded/49 invited = 75.68% Overall Response Rate



Survey Results:

Section 1: Strategic Planning Initiatives (weighted 50%)

		# of 1 Ratings	#of 2 Ratings	#of 3 Ratings	Avg of Ratings
1	Successfully implemented a structurally balanced budget for FY25 based on ACFR final report.	0	3	2	2.40
2	Obtained District Board of Health approval to a structurally balanced FY26 budget	0	1	4	2.80
3	Obtain Federal/State/Private grants and other funding to support key Strategic Plan initiatives	0	2	3	2.60
4	Successfully secured an increase in general fund allocations from the County to support public health efforts and achieve a balanced budget.	0	3	2	2.40
5	Develop and manage annual budgets, ensuring that funding is allocated effectively to meet strategic health priorities.	0	3	2	2.40
6	Obtain DBOH acceptance of the organization's strategic plan that addresses both short-term and long-term community health needs.	0	1	4	2.80
7	Achieve full compliance to maintain Public Health Accreditation by the Public Health Accreditation Board.	0	2	3	2.60
8	Foster a positive and productive work environment by implementing strategies to improve employee satisfaction, ensuring that employee survey results meet or exceed the County's rating.	0	3	2	2.40
9	Exhibits strong leadership by utilizing data to guide decision-making that aligns with the district's Strategic Priorities	0	3	2	2.40
10	Effectively implemented a workforce optimization plan that includes restructuring programs, responsibilities and workflows based on best practices to improve efficiency and improve overall service delivery.	0	4	1	2.20
11	Obtain DBOH and BCC approvals to break ground on the new TB Clinic.	0	1	4	2.80
12	Achieve review of plans to ensure compliance with established regional benchmarks.	0	2	3	2.60
13	Advocates for public health by effectively articulating emerging public health objectives and best practices to stakeholders, ensuring informed decision-making and support for necessary policy changes to influence public health legislation.	0	3	2	2.40

14	Successfully implemented NNPH's workforce development plan with measurable strategies that enhance recruitment, retention, training and leadership development, ensuring staff are well equipped to meet the district's public health goals and address emerging health challenges.	0	4	1	2.20
15	Achieved at least 70% of strategies outlined in the strategic plan to address community health needs and emerging public health threats.	0	1	4	2.80
16	Actively addresses health disparities in underserved communities by integrating equity-focused initiatives into NNPH's Strategic Plan, ensuring that all populations have the opportunity to achieve optimal health outcomes.	0	1	4	2.80
17	Conducts regular emergency response drills and actively implements after action results with all key stakeholders to test readiness and improve response systems.	0	2	3	2.60

Overall Average - 2.54

- **Mr. Kingsley was rated Effective or Highly Effective for all questions on the Strategic Planning Initiative survey.**

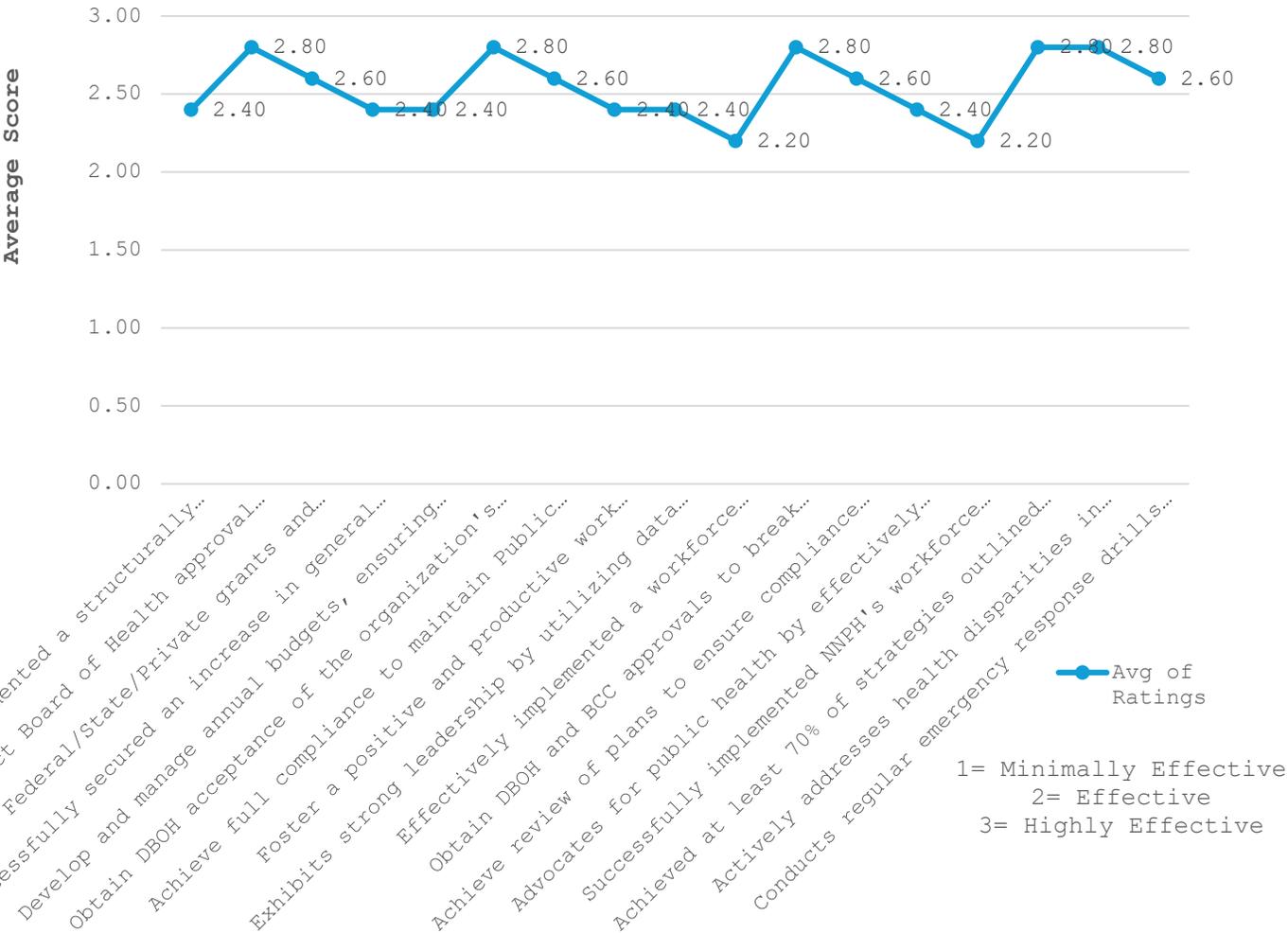
Section average = 2.54

1=Minimally Effective

2 = Effective

3= Highly Effective

Strategic Planning Initiatives (weighted 50%)
Overall rating is 2.54



Survey Results:

Section 2: Board Relations (weighted 20%)

		# of 1 Ratings	#of 2 Ratings	#of 3 Ratings	Avg of Ratings
1	Effectively implements the Board's policy directions and philosophy	0	2	3	2.60
2	Clearly articulates complete and accurate information to all Board members in a transparent and timely manner.	0	1	4	2.80
3	Effectively communicated and began implementation of Strategic Plan Initiatives.	0	3	2	2.40
4	Demonstrates a comprehensive understanding of organizational operations.	0	3	2	2.40
5	Actively updates key stakeholders by sharing data, reports and the rationale behind public health decisions and initiatives, demonstrating a commitment to accountability.	0	2	3	2.60
Overall Rating					2.56

- **Mr. Kingsley scored Effective or Highly Effective for all questions on the Board Relations survey.**
- **Mr. Kingsley was rated high for conveying complete accurate information to Board members in a transparent and timely manner.**

Section average = 2.56

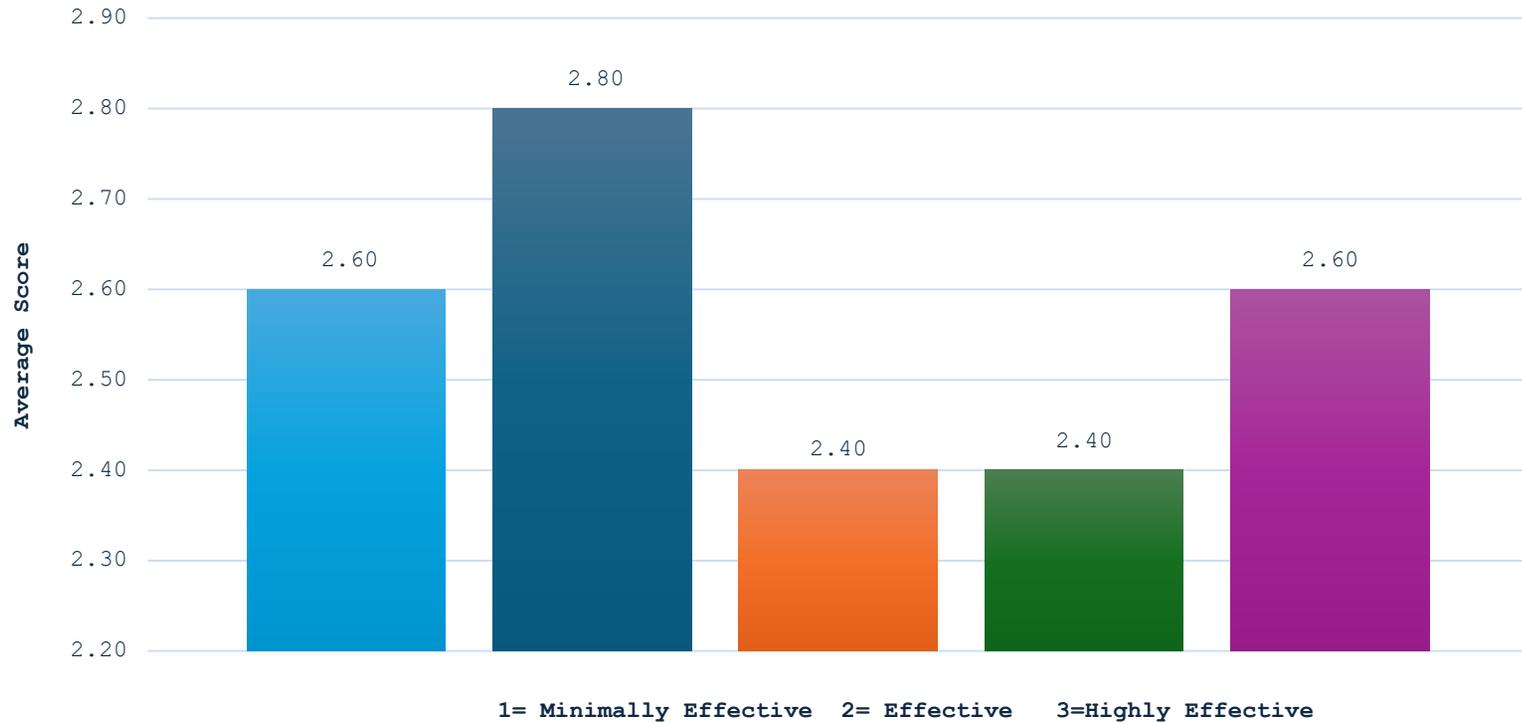
1=Minimally Effective

2 = Effective

3= Highly Effective

Board Relations (weighted 20%)

Overall Rating 2.56%



- Effectively implements the Board's policy directions and philosophy
- Clearly articulates complete and accurate information to all Board members in a transparent and timely manner.
- Effectively communicated and began implementation of Strategic Plan Initiatives.
- Demonstrates a comprehensive understanding of organizational operations.

Survey Results:

Section 3: Internal Leadership-Direct Reports (weighted 20%)

Internal Leadership (weighted 20%)		# of 1 Ratings	#of 2 Ratings	#of 3 Ratings	Avg of Ratings
1	Functions as an effective leader of the organization; understanding organizational operations, gaining trust, respect and collaboration.	5	2	2	1.67
2	Fosters a culture that prioritizes data-driven decision-making using data analytics from the performance management system to assess performance and identify areas for improvement.	3	5	1	1.78
3	Values staff and recognize them for their contributions	3	4	2	1.89
4	Works to be an effective liaison between Board members and staff; allowing staff the space needed to successfully execute the Board policies.	2	5	2	2.00
5	Provides clear directions to address Strategic Plan initiatives.	4	4	1	1.67
6	Effectively manages organizational change by establishing clear expectations, and ensuring staff are adequately supported and that changes result in improved health service delivery.	5	3	1	1.56
Overall Average					1.76

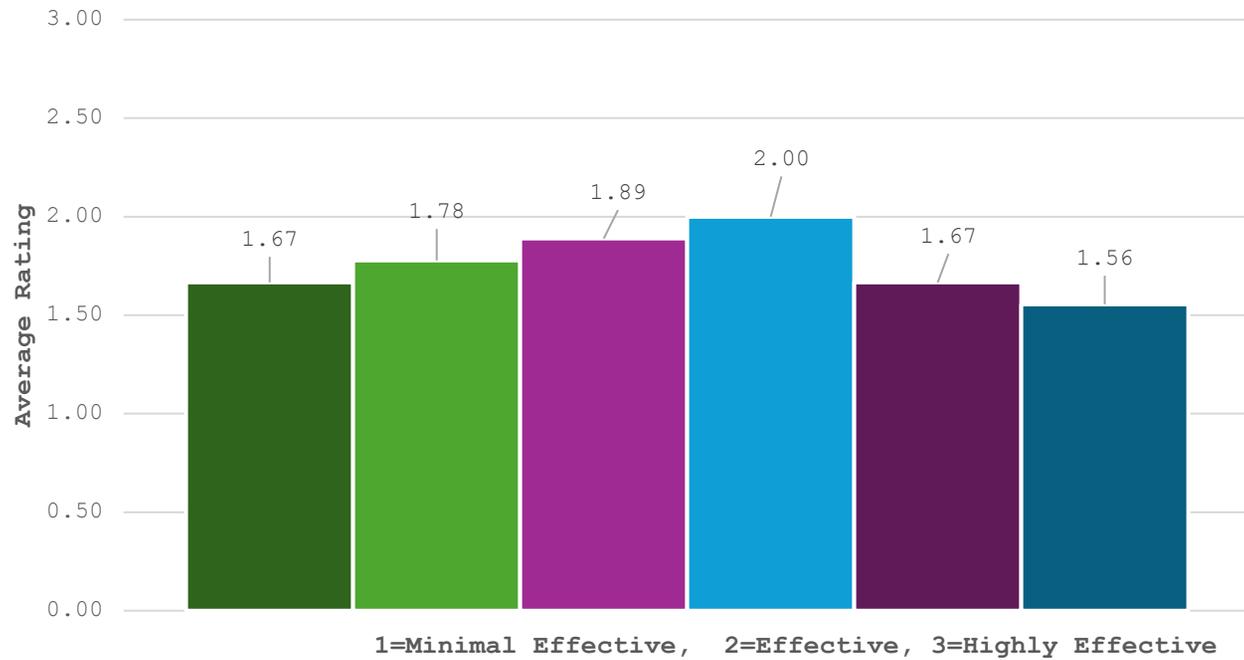
Section average = 1.76

1=Minimally Effective

2 = Effective

3= Highly Effective

**Internal Leadership (Weighted 20%)
Overall Rating 1.76**



- Functions as an effective leader of the organization; understanding organizational operations, gaining trust, respect and collaboration.
- Fosters a culture that prioritizes data-driven decision-making using data analytics from the performance management system to assess performance and identify areas for improvement.
- Values staff and recognizes them for their contributions

- Works to be an effective liaison between Board members and staff; allowing staff the space needed to successfully execute the Board policies.
- Provides clear directions to address Strategic Plan initiatives.

Survey Results:

Section 4: Community Stakeholder Engagement (weighted 10%)

		# of 1 Ratings	#of 2 Ratings	#of 3 Ratings	Avg of Ratings
1	Practice timely and effective communication with all stakeholders on emerging public health threats within the County.	0	9	12	2.57
2	Accessible to leadership of other agencies, jurisdictions, and organizations; displaying appropriate diplomacy and tact.	1	5	15	2.67
3	Established and maintain effective communication and coordination with key stakeholders across the region and state to align health priorities, ensuring timely and collaborative action.	1	6	14	2.62
4	Effectively communicates organizational goals, initiatives, and performance metrics to key stakeholders.	1	6	14	2.62
Overall Rating					2.62

- **Mr. Kingsley was rated effective or highly effective by most of the Community Stakeholders.**
- **Mr. Kingsley scored high in the areas for accessibility and communication.**

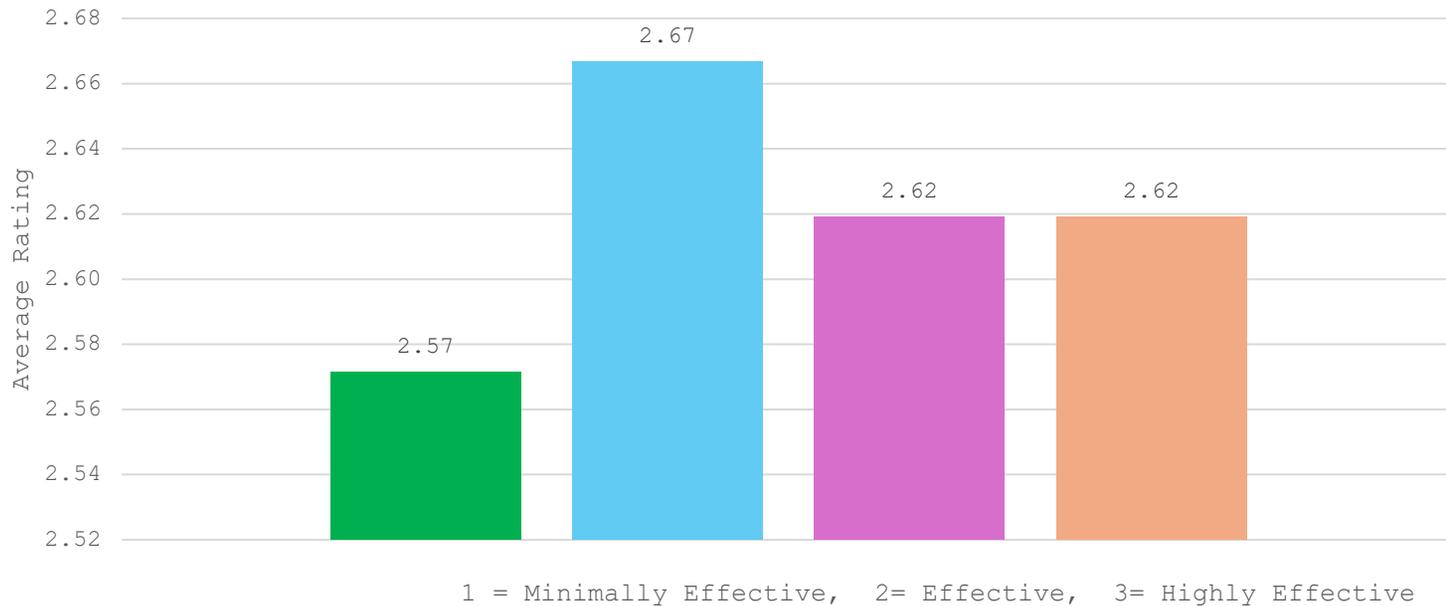
Section average = 2.62

1=Minimally Effective

2 = Effective

3= Highly Effective

Community Stakeholder Engagement
(Weighted 10%)
Overall Rating 2.62



- Practices timely and effective communication with all stakeholders on emerging public health threats within the County.
- Accessible to leadership of other agencies, jurisdictions, and organizations; displaying appropriate diplomacy and tact.
- Established and maintain effective communication and coordination with key stakeholders across the region and state to align health priorities, ensuring timely and collaborative action.
- Effectively communicates organizational goals, initiatives, and performance metrics to key stakeholders.

Comments from the Narrative Section listed in random order:

Narrative Comments

Chad is willing to walk the walk so to speak and will go out to the field with line staff to assist them as needed and to understand the work that they do and gain that valuable perspective. Chad has been able to navigate difficult situations and has been willing to listen to all parties and determine a solution in the best interest of public health and the organization.

Dr. Kingsley is aware of the areas he needs to work on and is committed to growing professionally. I appreciate his enthusiasm for improving NNPH.

Slow down and prioritize or delegate to keep overwhelm to a minimum

Dr Kingsley is a knowledgeable and effective communicator with great understanding of EMS. He has proven to be far more responsive than his predecessor. I have trust and respect for Dr. Kingsley and believe that he is seeking solutions that are in the best interest of all parties involved. However, I don't have the same confidence in a member of his staff.

Dr. Kingsley thank you for your leadership! Please know you & your teams' hard work as well as caring about our community is recognized & sincerely appreciated.

From a statewide perspective, Dr. Kingsley has been very approachable, collaborative, and willing to engage on big picture public health efforts. This energy and spirit of collaboration is great! He has taken on the Director role for the Nevada Association of Local Health Officers (NALHO). Public health across the state should improve with the development of that organization and the head of the organization continuing to be someone with public health leadership experience is critical. So far, that collaboration appears to be focused on the parts of the State covered by Health Districts. Dr. Kingsley agreed to facilitate quarterly county health officer (both in districts and outside of them) meetings through this organization, a process previously handled by DPBH. When kicked off, we anticipate these will be very helpful. The constructive feedback on this is just to consider the bandwidth to deliver on these commitments given that none have been scheduled yet. Additionally, Dr. Kingsley is very willing to engage in the legislative process. Again, this is fantastic energy! While he learns more about the legislative process in Nevada and how current local government advocacy is structured, he should make sure he's consulting his own NNPH Government Affairs, Washoe County Government Affairs, SNHD, NACO or any of the other experienced advocacy teams to make sure his efforts are well-guided and as successful as possible.

I think Chad is doing a phenomenal job, no feedback from me here.

Our DHO has been working hard this last year to gain respect, knowledge and further understanding of NNPH and Washoe County Partners who are associated through the ILA. Utilization of staff is critical to gain this knowledge, I would hope our DHO, would solicit in a formal process an understanding allowing staff to provide direction and updates that are critical to his success.

1. A comprehensive understanding of NNPH's organizational structure, mission, and strategic goals is critical to effectively carrying out your responsibilities. A deeper grasp of the public health system, its functions, partnerships, and policy frameworks—will enhance your ability to create a vision for the organization and implement effective health initiatives that contribute to advancing our mission and addressing the community's priorities. • Familiarize yourself with public health frameworks to gain insights into how NNPH operates and how your role fits within the larger public health system. • Familiarize yourself with public health legislation, national and local health initiatives, and NNPH's strategic plan. 2. Strategic decision-making is critical in your role, as it ensures that resources are used effectively, interventions are data-driven, and public health initiatives have a lasting impact. Strengthening your skills in this area will enhance your ability to assess situations holistically, anticipate challenges, and implement solutions that align with our long-term objectives. • Improve long-term planning by focusing on developing forward-thinking solutions that anticipate future public health challenges and opportunities. • Apply a systems approach by considering how decisions impact various stakeholders, resources, and the overall public health system to ensure sustainable and effective outcomes. • Enhance analytical skills by engaging in training on data interpretation, risk assessment, and evidence-based decision-making to align your decisions with broader public health goals and NNPH's strategic plan and key performance indicators. 3. Improving your time management skills will help you work more efficiently and effectively. As a District Health Officer, your leadership is critical in shaping and directing public health efforts. While attention to detail is important, balancing your time between operational tasks and higher-level strategic planning is essential. Delegating routine activities to your team will allow you to concentrate on decision-making, long-term planning, and overall program effectiveness. • Prioritize strategic initiatives by allocating more time to high-impact activities such as policy development, long-term health planning, and stakeholder engagement. • Enhance delegation skills by trusting your team with routine tasks and operational details, ensuring that responsibilities are distributed efficiently while maintaining accountability. • Develop leadership and decision-making capacity by shifting your focus from execution to oversight, guiding your team to achieve objectives while reserving your efforts for complex problem-solving and strategic direction. 4. As a District Health Officer, your role requires making tough decisions, standing firm on critical public health matters, and confidently leading your team through challenges. Strengthening your ability to assert yourself, uphold policies, and effectively communicate your stance will enhance your leadership and impact. • Make firm and informed decisions by relying on data, policies, and public health principles to make sound decisions and stand by them, even in the face of opposition. • Seek mentorship and feedback by engaging with County management, the previous DHO or mentors who can provide guidance on handling high-pressure situations with authority and confidence. • Build confidence in leadership by taking ownership of your role, establishing a positive and productive work culture, and holding both yourself and others accountable.

My acquaintance with his work is extremely limited. I was not given the option to say that I lacked sufficient experience or information about his past performance. I marked a 2 to most questions. I am most impressed by his skills so far.

We've had a better level of interaction than expected for someone who is so new to the role. Great job!

I am extremely appreciative of the work and collaboration from Dr. Kingsley over his first year with the health district. He has approached the job as a partner and has worked diligently to grow relationships and keep us informed.

Chad has been a valuable asset to the region, and we appreciate his partnership.

I have had limited interactions with Chad so far, but the ones I have had have been good. The fact that I have not had to engage regularly is a testament to the organization's effectiveness as a whole as we work with his program staff.

Chad has been great to work with. He is extremely knowledgeable about the public health space and communicates clearly and effectively.

I appreciate working with Dr. Kingsley; he is kind, reasonable, and compassionate. However, several critical leadership areas require improvement: Accuracy in Communication – If uncertain, he should refrain from speaking. Inaccurate or incoherent statements undermine credibility, particularly in official settings. There have been several instances of this occurring where facts are misrepresented. One example was at the February DBOH meeting, where he thanked Maria Magana for 30 years and talked about her success with WIC. She doesn't work in WIC. Talking incoherently or rambling on about details that are not grounded in fact can damage trust and your professional standing. Prioritization of Responsibilities – Focus on substantive organizational matters—budget, legislative issues, and strategic planning—rather than minor administrative tasks. Delegation is essential for efficiency. How many times did you spend hours creating presentations to deliver to community groups with less than 10 people and have no focus on public health? How much time did you waste working on your office remodel? How long did you spend on the pet policy? I heard you spent hours trying to get the company car in control of ODHO from CCHS. You're the DHO; delegate that. Decisiveness and Leadership – Leadership demands resolve. Seeking collaboration is commendable, but decisions must be made with confidence, backed by analysis and data. Striving for universal approval weakens your authority. Lose the focus to be liked. Don't assume you're respected because you got the DHO job. Take a stand and don't always let all the cooks in the kitchen. Active Listening – Engage in conversations to understand, not merely to respond. Your sometimes superficial or reflexive replies diminish credibility, particularly in critical discussions with women. Discretion in Communication – Exercise caution when speaking with influential figures. Specifically, to the cities of Reno and Sparks, Washoe County, the State, Healthcare leaders, lobbyists, elected officials, and any other influential members of the community. Don't divulge sensitive information. Avoid speculative comments or unnecessary disclosures that could undermine the organization's position. If unsure, commit to following up rather than making inaccurate statements. Relevance of Experience – Comparisons to past roles at SNHD or Mojave are largely inapplicable and do not contribute to current objectives. Emphasize present solutions over past experiences. Strategic Vision – A clear, forward-thinking vision is necessary for effective leadership. Broad, meaningful objectives should guide decision-making and organizational direction. Improvements in these areas will strengthen leadership effectiveness and organizational success.

Chad has been a very supportive community partner. He is excellent with communication and continuously makes himself available for collaboration.

None that I can think of.

CK struggles to understand the broader scope of the organization and its role in the community, demonstrating a consistent inability to manage the complexities of a large organization. Despite nearly a year in the position as the HO, there has been no noticeable improvement in his performance. His failure to grasp the nuances of the organization suggests a lack of effort to learn or adapt to the role, and rather than acknowledging his weaknesses or gaps in knowledge, he remains unaware and resistant to seeking guidance. This not only hinders his own growth but also undermines the effectiveness of the entire team. CK frequently focuses on trivial tasks while neglecting more important issues that require attention. CK's responses to staff challenges are often immature, deflecting accountability rather than taking ownership of his actions or decisions. This behavior erodes trust within the organization, making it difficult for staff to rely on him to handle important issues with the required thoughtfulness and strategy. As a result, staff members, myself included, have little confidence in bringing critical issues to him. CK often lacks the necessary insight to make informed decisions, failing to fully consider all relevant information. Under CK's management, NNPH is facing a leadership crisis. His unorganized and non-strategic is causing setbacks for the organization. Despite being expected to take the time to understand NNPH's structure and operations, CK instead relies on outdated and irrelevant experiences. Furthermore, his communication with stakeholders is often inaccurate, and he regularly makes broad statements without fully understanding the topics at hand, leading to additional work for staff to "clean up" afterward. His focus on seeking personal approval, rather than addressing the organization's needs, only deepens the trust issues within the team. Additionally, CK's ineffective contributions to the Strategic Plan nearly derailed the entire process, and it would be inaccurate to credit him with its success in this eval. His unexplained accumulation of comp time warrants further questions as to how he spends his time. Overall, CK has proven to be an unreliable leader whose actions are doing more harm than good. His failure to lead with competence, accountability, and foresight has created significant challenges for the organization, and urgent intervention is needed. He is good person in the wrong role, and it's not fair to the organization or him.

I have never met him.