

April 11, 2025

RE: DHO Annual Review

NNPH Division Directors and Leadership,

As your District Health Officer, I want to express my sincere gratitude for the thoughtful and constructive feedback from my recent annual review. Over the past year, I've deeply valued the opportunity to serve our community and represent Northern Nevada Public Health (NNPH) before the Board and our community partners. I am especially proud of the work we've done together to improve public trust and collaboration across sectors.

At the same time, I recognize that leadership is a journey of continuous improvement—and the feedback provided is humbling and helpful. Your perspectives have highlighted important areas where I can grow to better support each of you and the organization. I take your insights seriously and remain committed to leading with transparency, resolve, and accountability.

Over the next year, I will prioritize efforts to strengthen my role internally within NNPH. This includes improving communication, enhancing collaboration, and reinforcing a culture where every team member is empowered to lead and contribute meaningfully. Based on your feedback, I have developed SMART Goals below.

My Commitment to You

I am always available to meet, listen, and support your work. I will continue to offer full transparency in my calendar and schedule. My door is open, and I welcome honest and critical conversations about how I can better serve our mission, support our teams, and clarify hearsay or assumptions. I will schedule individual listening sessions to further enhance my goals and objectives, and those of NNPH.

Thank you again for your honesty, commitment, and dedication to the staff and community we serve. I'm proud of what we've achieved and optimistic about where we're headed—together.

With gratitude and resolve,



Dr. Chad Kingsley, MD MBA
District Health Officer
Northern Nevada Public Health

SMART Goals for May 2025 to April 2026

Based on your feedback, I am setting the following goals:

1. Delegate Effectively and Sustainably

Specific: Identify and delegate routine operational tasks to directors and team leads.

Measurable: Reduce time spent on daily operations by 25% by Q3 FY26.

Achievable: Use monthly check-ins to assess workload distribution.

Relevant: Frees up capacity to focus on strategic oversight and staff support.

Time-bound: Implement initial delegation changes by July 1, 2025.

2. Formalize Internal Staff Engagement for Knowledge-Sharing

Specific: Launch a quarterly staff insight listening forum to improve communication with DHO.

Measurable: Minimum of 4 forums per year with attendance tracking and follow-up actions documented.

Achievable: Utilize leadership support to plan and facilitate sessions.

Relevant: Enhances decision-making by integrating field-level expertise.

Time-bound: Launch the first forum by May 2025.

3. Strengthen Leadership and Advocacy Knowledge

Specific: Participate in mentorship or collaboration with National PH Leaders, Jurisdictional partners, SNHD, and other advocacy leaders.

Measurable: Hold at least six consultative meetings with identified leaders.

Achievable: Schedule recurring sessions to coincide with listening sessions.

Relevant: Ensures informed, effective policy leadership on behalf of NNPH.

Time-bound: Complete consultations by March 2026.

4. Advanced analytical and Evidence-Based Decision-Making Skills

Specific: Complete training in public health systems and risk assessment.

Measurable: Participate in at least one formal training (in-person or virtual) and two web-based.

Achievable: Utilize DBOH leadership support to identify and ensure training.

Relevant: Aligns decisions with NNPH strategic plan and KPIs.

Time-bound: Complete the first training by August 2025.

5. Improve Active Listening and Communication Accuracy

Specific: Engage in professional coaching or facilitated sessions focused on communication, particularly in high-stakes and inclusive conversations.

Measurable: Solicit 360-degree feedback on communication effectiveness mid-year and at year-end.

Achievable: Identify a coach or training program by July 2025.

Relevant: Builds trust and enhances internal and external credibility.

Time-bound: Begin coaching or training by September 2025.

6. Enhance Assertiveness and Policy Leadership

Specific: Set clear expectations and follow through on policies in coordination with leadership and HR.

Measurable: Conduct leadership alignment meetings with standing agenda items for policy implementation and accountability.

Achievable: Utilize existing leadership structures.

Relevant: Reinforces consistency, confidence, and fairness in leadership.

Time-bound: Integrate into leadership meetings starting July 1, 2025.
