



March 4, 2024

Dear Tribal Leader:

I am writing to update you on our Agency-wide consolidation of human resources (HR) offices, an initiative that we are referencing as “One HR.” For the past 20 years, the Indian Health Service (IHS) HR structure has been decentralized, leading to varied processes and resource allocation inconsistencies across the Agency. After ongoing discussions with field HR staff and the Direct Services Tribal Advisory Committee, I decided to standardize HR activities across the IHS.

One HR moves the IHS towards a cohesive, integrated approach to delivering HR services. This bold move underscores my commitment to enhancing an area identified for improvement at every level of our organization. My vision for One HR is to consolidate various HR administrative systems to maximize IHS resources and cultivate a stronger HR workforce more closely aligned with the IHS mission.

The IHS began transition activities toward One HR improvements with the following actions:

- An internal One HR communication team was created to streamline communication of the changes.
- Organizational changes to streamline resource provisioning to the regional structure became effective on February 26, 2024, including the designation of the Deputy Director of the Office of Human Resources as the supervisor of all Regional Human Resource Directors. All HR staff will, however, remain in their current positions at field locations.
- With One HR, each Service Unit will have one or more assigned HR personnel, which will enable the IHS to provide direct services in our field locations.

Throughout the remainder of 2024, we will make improvements that will result in Agency-standard operating procedures and position descriptions, which will ultimately refine our internal hiring processes. The IHS will ensure that our improvements do not have an adverse or disproportionate effect on the delivery of health care services at IHS facilities.

The One HR vision is to bring about an IHS-wide approach to meet our obligation to address the health care needs of American Indians and Alaska Natives. As our partners, we share the same mission, to raise the physical, mental, social, and spiritual health of American Indians and Alaska Natives to the highest level. In future letters, I will continue to update you on the One HR changes and its positive impact on the IHS.

Sincerely,

Roselyn Tso
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Roselyn Tso
Director