



December 5, 2024

Dear Tribal Leader and Urban Indian Organization Leader:

I am pleased to announce the release of the *Indian Health Service (IHS) Strategic Plan for Fiscal Years (FYs) 2025-2029*. The IHS Strategic Plan continues our work in support of our mission to raise the physical, mental, social, and spiritual health of American Indians and Alaska Natives to the highest level.

The *IHS Strategic Plan for FYs 2025-2029* includes a revised vision statement, new goals, and a description of goals that the Agency hopes to achieve over the next 5 years.

Our vision is a health system that embraces traditional knowledge and practices to foster thriving communities for seven generations.

Our four Strategic Goals are as follows:

- (1) Be a Leading Health Care Organization;
- (2) Ensure Comprehensive, Culturally Respectful Health Care Services;
- (3) Optimize Operations Through Effective Stewardship; and
- (4) Promote Proactive Intergovernmental and External Relationships.

This Strategic Plan supports a comprehensive health care service delivery system managed by the IHS, Tribes and Tribal Organizations, and Urban Indian Organizations. This framework seeks to improve Agency operations, strengthen relationships, and deliver quality-focused health care services to American Indian and Alaska Native people. The *IHS Strategic Plan for FYs 2025-2029* also acknowledges that the Agency is transforming to a ONE IHS culture, which will help us identify common cross-cutting issues and goals to improve our health care system.

By letter dated May 2, 2024, the IHS initiated Tribal Consultation and Urban Confer to request recommendations and comments on the *Draft IHS Strategic Plan for FYs 2024-2028*.

In addition to recommendations and comments transmitted electronically through the [Tribal Consultation@ihs.gov](mailto:TribalConsultation@ihs.gov) and [Urban Confer@ihs.gov](mailto:UrbanConfer@ihs.gov) email addresses, the IHS received comments on the Draft IHS Strategic Plan from a virtual Urban Indian Confer, a virtual Tribal Consultation, and an IHS employee Town Hall.

I appreciate the recommendations provided throughout the development of the *IHS Strategic Plan for FYs 2025-2029*. While the Plan is provided as an enclosure for your convenience, we will also post the IHS Strategic Plan for FYs 2025-2029 to the IHS Strategic Plan website at [www.ihs.gov/strategicplan](http://www.ihs.gov/strategicplan).

In terms of next steps, within the next year, the IHS is working to develop measures for the Strategic Plan FYs 2025-2029.

During the past 2 years we have also implemented an Agency Work Plan, which outlines critical actions that the IHS needs to take to address priorities. We will continue to build on these and related efforts as we seek to more effectively align activities with the IHS Strategic Plan. I am excited about what we can accomplish by working together to achieve the IHS mission over the next 5 years.

The IHS will provide ongoing updates to Tribes, Tribal Organizations, and Urban Indian Organizations as we work to achieve the goals and objectives of the *IHS Strategic Plan for FYs 2025-2029*. Thank you for your valuable input, partnership, and continued dedication to the IHS mission and the people we serve.

Sincerely,

Roselyn Tso  
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Roselyn Tso  
Director

Enclosure: *IHS Strategic Plan for Fiscal Years 2025-2029*