



September 29, 2025

Dear Tribal Leader and Urban Indian Organization Leader:

I am pleased to announce the Indian Health Service (IHS) National Supply Service Center's (NSSC) launch of **LINK**, a new IHS Enterprise Resource Planning system. LINK is part of a broader modernization initiative to strengthen the Agency's supply chain infrastructure in support of IHS, Tribal, and Urban (I/T/U) health care facilities.

Challenges identified during the COVID-19 pandemic, including limited product visibility, delayed deliveries, and the inability to track shipments, highlighted the urgent need for a modern inventory management system. A 2022 audit by the Health and Human Services Office of Inspector General found that the NSSC's system lacked tracking functionality and recommended a system upgrade.

In response to the audit, and as part of the **IHS Supply Chain Modernization Plan**, the NSSC prioritized the following improvements in three phases:

- **Phase 1 (Fiscal Year (FY) 2024):** Create an emergency medical countermeasure stockpile.
- **Phase 2 (FY 2025):** Streamline the IHS supply chain (Gallup Regional Supply Service Center Assumption, now NSSC-Gallup), implement LINK, and maximize and centralize prime vendors.
- **Phase 3 (FY 2026):** Expand the NSSC footprint (NSSC-Oklahoma City warehouse expansion), and update policies and procedures.

On August 4, 2025, the NSSC began transitioning to LINK. This upgrade reflects Federal priorities and aligns with directives to grow national capacity in supply chain intelligence, management, and emergency response. LINK enhances inventory visibility and operational coordination, improving the IHS's capacity to prepare for and respond to future public health emergencies, and strengthens the supply chain infrastructure in support of Tribal health care facilities.




The name LINK was intentionally selected to reflect its core purpose: linking together people, processes, and products throughout the IHS supply chain. LINK symbolizes efficiency, connection, and collaboration. We are investing not only in technology but in people, ensuring the tools supporting health care delivery are reliable, responsive, and forward-thinking for those who depend on them.

LINK is designed to ensure a robust, agile, and transparent supply chain that meets the needs of Tribal health care systems. We will continue to engage with our I/T/U partners throughout the implementation process and provide updates and training opportunities in the coming months.

Thank you for your partnership and continued commitment to the health and well-being of Native American communities throughout Indian Country.

Sincerely,

Phillip B.  
Smith -S

 Digitally signed by Phillip  
B. Smith -S  
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Acting Director