The following is a summary of comments received on the draft IHS strategic framework.

**IHS Mission:** To raise the physical, mental, social, and spiritual health of American Indians and Alaska Natives to the highest level.
- Highest level compared to whom
- Address inequities in funding

**IHS Vision:** A health system that promotes Tribal ownership and pride.
- Should be broader to reflect all ITU and AI/AN
- Need vision of leadership
- Include quality and well-resourced system
- Add resources

**Goal 1:** To ensure that comprehensive, culturally acceptable personal and public health services are available and accessible to American Indian and Alaska Native people.
- Add sustainability
- Add commitment to traditional medicine
- Reference ITU’s as “learning institutions”
- Add Increase third party billing
- Like vision, need cultural competence

**Objective 1.1 Recruit, develop and retain a dedicated, competent, caring workforce.**
- Provide mentorship and leadership training
- Tribes have to compete in system where pay scale is not competitive

**Objective 1.2. Build, strengthen and sustain collaborative relationships.**
- Work with other agencies to increase funding
- Plan should speak to tribal ownership, whether direct service or self governance

**Objective 1.3 Increase access to quality health care services.**
- Expand ambulatory programs without access to additional funds
- Ensure tribal people are being treated well and can get service
- Address inequities in the system

**Goal 2:** To promote excellence and quality through innovation of the Indian Health system into an optimally performing organization.
- Continue to advance the integration of behavioral health
- Foster Urban tribal relationship
- Encourage Tribes to work with Urbans to spend down PRC by referring to UIO’s for specialty care

**Objective 2.1 Create quality improvement capability at all levels of the organization.**
- Work with other agencies to improve quality
- Quality of care is a major issue
Objective 2.2 Provide care to better meet the health care needs of Indian communities.
- Need to improve primary care
- Behavioral health more explicit
- Integration of behavioral health is a priority

Goal 3: Strengthen IHS program management and operations.
- Increase funding
- Increase equipment
- Increase access and billing for care coordination

Objective 3.1 Improve communication within the organization, with Tribes and other stakeholders and with the general public.
- Need access to information

Objective 3.2 Secure and effectively manage the assets and resources.
- Need resources to support and expand facilities
- Increase third party billing
- Additional funds for joint venture

Objective 3.3 Modernize information technology and information systems to support data driven decisions
- Need more information