



June 13, 2025

Dear Tribal Leader and Urban Indian Organization Leader:

I am writing to initiate Tribal Consultation and Urban Confer to request your comments and recommendations regarding the proposed realignment of the Indian Health Service (IHS). The IHS is committed to delivering high-quality, accessible health care to American Indian and Alaska Native (AI/AN) communities. We recognize the importance of continuous improvement and strive to optimize our operations while upholding our legal responsibilities. As we examine possible strategic changes, we seek your guidance on the path forward.

As the IHS enters its 70th year, this strategic realignment is more than an administrative shift; it is a pivotal opportunity to reaffirm the Agency's commitment to delivering high-quality, culturally competent health care to meet the unique needs of AI/AN patients. It also aims to strengthen the Agency's support of Tribal Nations in exercising direct control over health care funding, programs, and decision-making. Our goal is to create a more accountable, efficient, and responsive IHS that maximizes resources and improves outcomes while simultaneously strengthening intergovernmental relationships for better service coordination and funding access.

As we look at the future of the Agency over the next 70 years, we must examine what works well and identify where and how the IHS must improve. We must be bold in examining ourselves to transform to a more patient-centered, self-governance-driven, operationally efficient, and fiscally sustainable health care system. Through this Tribal Consultation and Urban Confer, we seek your input on the strategic realignment of the IHS to help us better fulfill our legal responsibilities and improve health care outcomes for AI/AN communities.

The IHS is committed to receiving Consultation and Confer feedback from Tribal Leaders and UIO Leaders, with particular focus on these three areas:

1. Delivery of Direct Patient Care;
2. Enterprise/Operational Management; and
3. Supporting Tribal Self-Determination.

The IHS will convene four (4) in-person Tribal Consultations and one (1) virtual Urban Confer to give Tribal Leaders and UIO Leaders multiple opportunities to provide feedback to the Agency. During these Tribal Consultations and Urban Confer, we would also like to discuss our current Tribal Advisory Committees. Please see the enclosure that lists the current IHS Tribal Advisory Committees.

The following schedule and registration links will also be posted on the [IHS Event Calendar](#). Please note that check-in and registration will begin one hour before the Consultation start time for each location. The Urban Confer session is virtual only.

Tribal Consultation – Seattle, Washington

Date: Tuesday, July 8, 2025

Time: 10:00 AM- 2:00 PM PDT

Registration Link: <https://www.surveymonkey.com/r/WWX62MH>

Address: Seattle Airport Marriott
3201 South 176th Street
Seattle, Washington 98188

Tribal Consultation – Phoenix, Arizona

Date: Thursday, July 10, 2025

Time: 10:00 AM – 2:00 PM MST

Registration Link: <https://www.surveymonkey.com/r/J8TZHRR>

Address: Marriott Phoenix Chandler
1600 South Price Road
Chandler, Arizona 85286

Tribal Consultation – Minneapolis, Minnesota

Date: Tuesday, July 15, 2025

Time: 10:00 AM – 2:00 PM CST

Registration Link: <https://www.surveymonkey.com/r/J836SMF>

Address: Hyatt Regency Bloomington – Minneapolis
3200 East 81st Street
Bloomington, MN 55425

Tribal Consultation – Washington, District of Columbia

Date: Wednesday, July 23, 2025

Time: 10:00 AM – 2:00 PM EST

Registration Link: <https://www.surveymonkey.com/r/J86FNWS>

Address: Hubert H. Humphrey Building – Hall of Tribal Nations
200 Independence Ave SW
Washington, DC 20201

Urban Confer – Virtual

Date: Monday, July 28, 2025

Time: 1:00 PM – 3:00 PM EST

Registration Link: <https://ihs.gov.zoomgov.com/meeting/register/q6j0L7ncQgS1z5tf0xl9vw>

The comment submission deadline for both the Tribal Consultation and Urban Confer is **August 28, 2025**.

- Please email Tribal Consultation comments to consultation@ihs.gov.
- Please email Urban Confer comments to urbanconfer@ihs.gov.
- Please use the **SUBJECT LINE: IHS Strategic Realignment**.

If you have any questions, please contact Ms. Anna Johnson, Program Analyst, Office of Tribal and Urban Affairs, IHS, by email at anna.johnson2@ihs.gov, or by telephone at (301) 443-2403.

After the comment period ends, the IHS leadership will enter an internal deliberation phase to review all feedback received before next moving through an internal clearance process for finalization and implementation of the realignment.

The future of the IHS demands bold, innovative transformation that is driven by the leadership of the Tribal Nations we serve. The IHS strategic realignment aims to ensure that AI/AN communities receive the quality of care they deserve, built on the foundation of self-determination, operational excellence, and sustainable financial practices.

Thank you for your thoughtful input, ongoing support, and invaluable partnership. I look forward to your feedback.

Sincerely,

Phillip B.
Smith -S

 Digitally signed by Phillip
B. Smith -S
Date: 2025.06.13
16:22:48 -04'00'

P. Benjamin Smith, M.B.A., M.A.
Acting Director

Enclosure: IHS Tribal Advisory Committees