



AUG - 8 2003

Dear Tribal Leader:

Enclosed is the final copy of "Transitions 2002: A Business Plan." The plan was prepared for the Indian Health Service (IHS) by the Business Plan Workgroup (BPW). The BPW is a constituent-dominated group of 25 Indian health leaders: Tribal Leaders, representatives from Tribal and Urban Indian health programs and national Indian organizations, and IHS employees.

The "Transitions 2002: A Business Plan" is a 5-year plan. It contains strategies and an action plan to guide the IHS toward a business model that will enhance and improve the delivery of health care to American Indians and Alaska Natives. The plan includes strategies and actions that concentrate on revenue generation, customer service, partnerships, and the improvement of administrative and health care operations. The IHS will be developing implementation plans and time lines to accomplish the "Action Items" and "Next Steps" described in the body of the plan. Periodic updates on the progress of implementation will be provided at various national forums.

The 5-year plan can best be accomplished by the IHS's use of an inclusive process involving Tribal governments, Area Offices, and I/T/Us. We are completely committed to working collaboratively with Tribes, Indian health organizations, and the American Indian and Alaska Native people to advance their health to the highest level possible. We expect extensive interaction with Tribes during the implementation of the business plan, and there will be ongoing opportunities for Tribes to continue to provide input.

Your time and diligent efforts have been critical to the strides we have made together toward improving the health status of American Indian and Alaska Native people; I anticipate that our continuing collaborations will augment this process.

Sincerely yours,

Charles W. Grim, DDS
Charles W. Grim, D.D.S., M.H.S.A.
Assistant Surgeon General
Director

Enclosure