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**CHEROKEE NATION**<sup>®</sup>  
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Office of the Principal Chief

**Chuck Hoskin Jr.**  
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**Bryan Warner**  
*Deputy Principal Chief*  
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**February 25, 2026**

TO: Tralynna Scott, Chief Economist and Special Envoy to the U.S. Dept of Treasury  
FR: Chuck Hoskin, Jr.  
Principal Chief  
CC: Bryan Warner, Deputy Chief  
Cabinet / Sub-cabinet  
Dr. Steven Jones, Executive Director of Health Services  
Council Leadership  
Chuck Garrett, CEO of Cherokee Nation Businesses

**Administration Memorandum Directing the Analysis and Issuance of an Economic Impact Report Relating to Cherokee Nation Health Services**

The purpose of this memorandum is to direct Cherokee Nation Businesses Chief Economist and Special Envoy to the U.S. Treasury Tralynna Scott to conduct an analysis of and issue a report concerning the economic impact of Cherokee Nation Health Services<sup>1</sup>.

I. **Background**

Cherokee Nation operates the largest health system in Indian Country. Our system extends to 11 health facilities with more in the planning or construction phases, dispensing over 3 million patient visits annually. Health Services represents the largest single portion of the tribe's annual operating budget and the largest department as measured by employee count. The capital investments of the Hoskin / Warner administration alone are approaching three quarters of a billion dollars, against the backdrop of hundreds of millions invested by our predecessors.

Our strategies to improve quality and access, coupled with initiatives funded under the Public Health and Wellness Fund Act and efforts to build a workforce of the best and brightest in their respective fields, have placed our nation on a trajectory of achieving a world-class system of wellness in this century, with our health system central to this effort.

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<sup>1</sup> This will further memorialize that on this date Special Envoy Scott was sworn in to extend her term for the period of October 1, 2025, to August 14, 2027.

All of our investment into our health system is in service of one goal: The best possible healthcare for each patient we serve. In this regard, our Health leadership and staff have our health system with patients at the center. The analysis of the efficacy of our health system truly begins and ends with the experience of each patient.

Secondarily, the economic impact of our Health system is surely staggering and ensures to benefit everyone in the region. It no doubt represents a large share of our annual total economic impact that exceeds \$3 billion annually. Analyzing and measuring the economic impact of our health system as a stand-alone study has never been undertaken.

There are reasons to study the economic impact of our health system, beyond pride. A large return on investment can help validate our healthcare investment strategy. A sizable economic impact helps our citizens and the general public understand that our health care investments may provide healthcare to a subset of the population, but also extends benefits to everyone and every community within the Cherokee Nation reservation and beyond. Policy makers at all levels, particularly our federal partners, will benefit from knowing that policies which favor robust funding and self governance helps us achieve shared goals of wellness, economic development and fiscal responsibility.

For these reasons, a study of the economic impact of our health system is warranted.

## II. **Directive**

Special Envoy Scott is directed, with broad authority to design and execute, to analyze Cherokee Nation's health system during a representative and otherwise relevant time period. Special Envoy Scott should request such internal and external resources as are reasonably necessary to conduct this work. External assistance may include such professional consultants or experts she deems necessary, if any, to assist her in her work. Her authority includes determining the appropriate data and methodologies, consistent with prevailing professional or industry standards and with such data and methodologies disclosed in connection with the report.

Special Envoy Scott should issue a report to Cherokee Nation elected and appointed officials and the executive and governing leadership of Cherokee Nation Businesses and to make such report public within a period of 30 days after issuance. The report should be issued to said leadership by May 30, 2026, or on such extended date as the Principal Chief may provide for, in writing.

## I. **Conclusion**

Cherokee Nation's Health System, of primary importance to providing quality health care to outpatients, is of secondary and vital importance as a driver of our region's economy.

Understanding our Health System's economic impact via the report prescribed herein will assist Cherokee Nation policy makers and others in better undertaking the impact of our healthcare investment strategy and better inform future decision making. Accordingly, Special Envoy Scott is directed to conduct the study described herein.

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Chuck Hoskin, Jr.  
Principal Chief of the Cherokee Nation