

HEALTH SERVICES 2025 ANNUAL REPORT

CHEROKEE NATION HEALTH SERVICES FY 2025 ANNUAL REPORT
FOR FISCAL YEAR OCTOBER 1, 2025 – SEPTEMBER 30, 2025

—TOGETHER—
COMMUNITY · FAMILY · CULTURE

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A better life begins with better health care. This guiding principle continues to inspire our relentless commitment to the Cherokee people as we work to ensure the wellbeing of our 477,000-plus citizens and all residents of Northeast Oklahoma. As the largest tribe in the United States, we operate the largest tribal health system in the country, and fiscal year 2025 has been one of the most transformative years in our history.

None of that transformation is more significant than the historic transfer of Claremore Indian Hospital to Cherokee Nation. After nearly a century of federal operation, we participated in a ceremonial signing with U.S. Secretary of Health and Human Services Robert F. Kennedy Jr. to formally acknowledge the transfer of operations from the Indian Health Service to Cherokee Nation, effective October 1, 2025. Ahead of that milestone, the Council of the Cherokee Nation signed a resolution supporting a memorandum of understanding with Hillcrest Hospital Claremore to ensure continuity of labor, delivery, and obstetric services for expectant mothers during the transition. These steps represent the fullest expression of tribal self-determination in health care — and a proud moment for all Cherokee citizens.

Looking ahead, we have proposed the Cherokee Nation Claremore Outpatient and Emergency Health Center Act of 2025, calling for authorization to construct a new, modern facility to replace the aging federal hospital. This investment reflects our long-term vision for comprehensive, tribally controlled health care in the Claremore community.

The year also brought great cause for celebration closer to home. On August 19, 2025, we joined the Salina community to mark the grand opening of the new Amo Health Center — a 109,000-square-foot, \$85 million state-of-the-art facility

that replaces a former 29,000-square-foot outpatient health center and dramatically expands access to medical, dental, behavioral health, pharmacy, and wellness services for the region.

Our commitment to serving the whole person continues to deepen. We were proud to see the Cherokee Nation Rare Disease Task Force release a report outlining recommendations our tribe can take to better support patients facing rare disease diagnoses, and we marked Rare Disease Awareness Month with a proclamation signing and plans for a second Rare Disease Summit. We also announced a \$16 million investment in strategic partnerships with Mercy in Fort Smith and the University of Oklahoma Health Stephenson Cancer Center in Tulsa, bringing critical cancer treatment resources closer to home for Cherokee citizens across the region.

We remain equally focused on building our health care workforce from within our communities. The Cherokee Nation Surgical Technology Program celebrated a new graduating class, continuing our commitment to filling critical clinical roles with educated and well-trained Cherokee people. These graduates join a growing pipeline of health care professionals who understand Cherokee culture, serve Cherokee communities, and are building careers right here at home.

Together, these achievements reflect a health system that is growing stronger, reaching farther, and rooting itself more deeply in the values and sovereignty of the Cherokee Nation. By expanding our facilities, addressing gaps in care, and developing our own workforce, we are honoring the generations who came before us while building a healthier future for those yet to come.



Chuck Hoskin Jr.
Principal Chief



Bryan Warner
Deputy Principal Chief

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Executive Branch

The executive branch of the Cherokee Nation is charged with executing the laws of the Cherokee Nation, establishing tribal policy and delegating authority as necessary for day-to-day operations of all programs and enterprises administered by the Cherokee Nation tribal government. These leaders include the Principal Chief, Deputy Principal Chief and seven cabinet positions appointed by the Principal Chief and confirmed by the Tribal Council.

Currently Cherokee Nation cabinet positions as of May 2025: Secretary of State Shella Bowlin, Chief of Staff Dr. Corey Bunch, Attorney General Chad Harsha, Treasurer Janees Taylor, Delegate to Congress Kim Teehee, Secretary of Natural Resources Christina Justice, Marshal Daniel Mead, Secretary of Veterans Affairs S. Joe Crittenden and Deputy Secretary of State Canaan Duncan.

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Legislative Branch

The legislative branch consists of a 17-member Council of the Cherokee Nation. The council is elected by popular vote to four-year terms. There are 15 councilors elected to represent the districts within the Cherokee Nation reservation boundaries and two councilors elected to represent citizens who live outside the reservation. The Council of the Cherokee Nation establishes laws necessary and proper for the good of the Cherokee Nation and conducts other business to further the interests of the Cherokee Nation and its citizens. A speaker elected by other council members presides over the council.

Current Members of the Council of the Cherokee Nation as of June 2025: Sasha Blackfox-Qualls, D. 1; Dr. Candessa Tehee, D. 2; Lisa Hall, D. 3; Uriah Grass, D. 4; Ashley Grant, D. 5; Daryl Legg, D. 6; Secretary Joshua Sam, D. 7; Codey Poindexter, D. 8; Clifton Hughes, D. 9; Melvina Shotpouch, D. 10; Kendra McGeady, D. 11; Dora Patzkowski, D. 12; Joe Deere, D. 13; Deputy Speaker Kevin Easley Jr., D. 14; Danny Callison, D. 15; Dr. Julia Coates, At-Large; Speaker Johnny Jack Kidwell, At-Large.

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Judicial Branch

The judicial branch includes the Cherokee Nation Supreme Court and District Court. The Supreme Court consists of five justices who are Cherokee Nation citizens and licensed attorneys nominated by the Principal Chief and confirmed by the Tribal Council. The justices serve staggered 10-year terms. The district court serves citizens by providing a forum for general jurisdiction over disputes arising under the laws and constitution of Cherokee Nation. District court judges are selected in the same manner as the justices and serve four-year terms.

Current Members of the Cherokee Nation Supreme Court Justices as of May 2025: Justice Rex Earl Starr, Justice Mark L. Dobbins, Justice Lee W. Paden, Chief Justice John C. Garrett, and Justice Shawna S. Baker.

About Health Services

Cherokee Nation is the largest federally recognized Native American tribe with more than 477,000 registered tribal citizens. There are 289,914 citizens residing in Oklahoma, and 144,740 living within the boundaries of the Cherokee Nation. Cherokee Nation Health Services (CNHS) is the largest tribally operated healthcare system in the United States. CNHS is a growing multifaceted healthcare system. In the clinical setting, the system performs over 3 million services throughout 12 healthcare facilities. These include nine outpatient health centers, one employee health center, one tribal hospital, and one outpatient and emergency health center. Additionally, CNHS offers a wide array

of community, social, and mental health programs such as behavioral health, community health nursing, cancer prevention, diabetes prevention, Women Infants and Children, emergency medical services, environmental health, health research, emergency and risk management, quality improvement and quality management. CNHS oversees programs that ensure effective patient care, coordinate services, manage information technology, and maintain facilities. The departments addressed above include but are not limited to Health IT, Health Privacy and Compliance, Research and Health Finance.

Vision

Healthy Cherokee people, families and communities for this and future generations.

Mission

To ensure the story of the Cherokee Nation continues, we partner with individuals, families, and communities to improve our health and quality of life.

Values

Cherokee Nation Health Services operates with seven values and guiding principles.

Self-Determination: For Cherokees by Cherokees

Excellence: A legacy of superior quality and selflessness carried through generations

Respect: Holding each other sacred
Visible to the Community: Our strength is in our collective collaborations with each other

Integrity: Doing the right thing and achieving the highest standard in service

Compassion: Supporting each other with genuine concern and kindness

Equity: Balancing resources to address greatest needs



"The 2025 fiscal year has been one of remarkable progress and achievement for Cherokee Nation Health Services. We proudly celebrated the grand openings of new health and treatment centers and made steady advancements on our new hospital construction, reaching important milestones in expanding access to quality care. Transferring the operations of the Cherokee Nation Claremore Outpatient and Emergency Health Center to CNHS has further strengthened our integrated healthcare network. Our commitment to excellence is reflected across all aspects of our work, including advancing stroke care, improving access to cancer treatment, earning recognition in respected publications, and celebrating the success of our graduates."

-Dr. R. Stephen Jones, CEO and Executive Director, Health Services



"This year was a big step forward for Cherokee Nation Health Services. The successful compacting of the Claremore campus completed our health system across the reservation and strengthened how we deliver care to our citizens. Our teams continued to provide high quality, culturally grounded care while improving access and performance. Looking ahead, the new W.W. Hastings Hospital represents an exciting next chapter for the future of CNHS."

-Dr. Beth Harp, Executive Medical Director/Chief Medical Officer, Health Services



"Over the last year, a driving value has been self-determination, meaning 'for Cherokees, by Cherokees,' and so much of the work we've done is in pursuit of that guiding principle whether it's our investments in the workforce or taking on new operations. Our adherence to our mission, vision, and values continues to yield results that help us fulfill our strategic plan."

-Brian Hail, Chief Operating Officer, Health Services



"I am proud to serve Cherokee Nation Health Services, an organization where patient care is central to every decision we make. The dedication, professionalism, and commitment demonstrated by our employees are evident in the respectful and attentive care provided to each patient. This collective passion not only strengthens our services today but also positions us well for continued innovation and growth. It is an honor to be part of such a dedicated team, and I look forward to what we will accomplish together as we continue to elevate the standard of care we provide."

-Wayne Coldwell, Chief Operating Officer, Health Services



"Reflecting on the past year, it is remarkable to consider all that has been accomplished within Cherokee Nation Health Services (CNHS) and all that remains in progress. Growth remains constant, as seen in planned and new construction, continued innovation, meaningful change, and the achievement of ambitious goals while setting even higher ones for the future. I remain humbled and honored to serve the tribal members who rely on the largest and best tribal healthcare system in the country."

-Dr. Brett Gray, Deputy Executive Medical Director, Health Services

Cherokee Nation Health Services Business Model

Cherokee Nation Health Services business model is designed to deliver high-quality, patient-centered healthcare services to the tribal customer segments of Cherokee Nation, including individual patients seeking medical treatment, families involved in care decisions, and insurance providers looking for coverage partnerships. Key relationships are cultivated through personalized care, ongoing patient education, and active community engagement initiatives.

Organizational Strategic Priorities

Developing an integrated Cherokee Nation Health Services system requires continued investment in our capacity, infrastructure, resources, and ability to adapt and respond to the needs of the community.

STRATEGIC PRIORITIES

Cherokee Nation Health Services leadership identified the following five strategic directions as foundational to our vision:



Workforce Development

Proactively recruit, develop, and empower highly skilled top performers across all divisions of the organization, while fostering an engaged workforce through training and professional development.



Technology and Cyber Security

Utilize advanced technology to improve productivity, reduce costs, and enable better decision-making while implementing a comprehensive cybersecurity strategy that safeguards our digital assets and information. Innovation and



Quality Care

Improve patient outcomes, optimize healthcare delivery, and drive continuous advancements in medical practices through collaboration, education, and evidence-based strategies.



Financial Growth

Achieve sustainable financial growth, optimize revenue streams, control costs, and enhance operational efficiencies by developing and deploying utilization review and management strategies for outpatient and inpatient care and services.



Health Equity Advancement

Advance health equity by ensuring equitable access to healthcare services, reducing disparities in healthcare outcomes, and promoting cultural competence and community engagement.

By implementing the strategic plan, we are working toward a better CNHS. Our actions today are setting the foundation for the future of our health system.

Strategic Roadmap 2025-2027

The Strategic Roadmap provides a process for CNHS Leadership to track our progress as we implement our Strategic Plan over time. The roadmap aligns the Strategic Plan's goals, objectives, and activities with those responsible for the activities and time-framed targets. In addition to the Strategic Roadmap, CNHS Leadership has identified the following areas as instrumental for successfully implementing this plan:

By Cherokee, For Cherokee: Although the plan focuses on strengthening CNHS organizational capacity, community is the core of the CNHS Strategic Plan. Therefore, the plan must align with Cherokee Nation Tribal Health Improvement Plan, which includes health priorities identified by community members. Upon completion of the next Tribal Health Improvement Plan, CNHS Leadership will review the Strategic Plan to identify areas where CNHS can strengthen its capacity to support tribal health improvement efforts. As needed, CNHS Leadership will update the Strategic Plan to ensure the health system is primed to support the community in the tribal-wide effort to improve health.

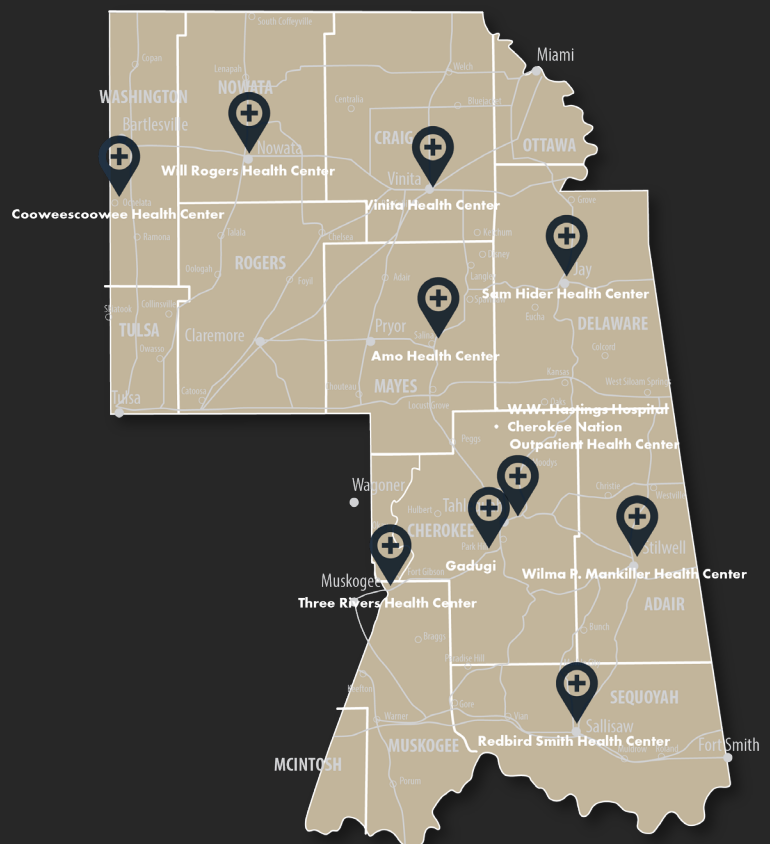
Implementation, Review, and Revision of the Plan: The roadmap will be monitored by CNHS Senior Leadership, workgroups, and committees. Workgroups have been formed for each strategic priority, and the teams will meet quarterly to determine what progress has been made and plan activities for the next quarter. Appointed workgroup leaders will complete an annual review and report findings to the CNHS Governing Board and other stakeholders as appropriate. During the annual review, CNHS Leadership will have the option to revise the Strategic Plan, as needed, and ensure the Strategic Plan continues to address topics that support systems integration.

Performance Management: A system for performance measurement is also built into the plan. The dashboard is designed for documenting and monitoring the Strategic Plan measures, targets, and responsible parties, and will be maintained by performance management staff. Performance management staff will assist workgroup leaders in presenting information during the Strategic Plan's annual review.



Cherokee Nation has the largest tribally operated healthcare system in the United States

- 3 million services system wide
- 12 healthcare facilities and one youth residential treatment center
- Community, social and mental health programs





CLAREMORE OUTPATIENT & EMERGENCY HEALTH CENTER

The Cherokee Nation celebrated a historic milestone in tribal self-determination on October 1 as the tribe officially assumed operations of the former Claremore Indian Hospital from the Indian Health Service.

The celebration marked the culmination of more than a year of negotiations and planning, making the Claremore facility the final federally operated Indian Health Service center within the 7,000-square-mile Cherokee Nation Reservation to transition to tribal operation. The Claremore Outpatient and Emergency Health Center has been integrated into Cherokee Nation's health system, which delivers more than 2 million patient visits annually across 11 health facilities.

Cherokee Nation authorized \$255.5 million into assuming Claremore operations, committing \$11 million in immediate improvements to bring the existing facility up to Cherokee Nation health standards while construction is planned for a new \$244 million state-of-the-art replacement facility that is scheduled to open in 2027. In June, Chief Hoskin signed the Cherokee Nation Claremore Outpatient and Emergency Health Center Act of 2025.



VINITA HEALTH CENTER

The Cherokee Nation and U.S. Department of Veteran Affairs Eastern Oklahoma VA Healthcare System opened its VA Clinic inside the tribe's Vinita Health Center. The 1,300 square feet of leased space with a VA Primary Care Team, serves both Native and non-Native Veterans in the region. The VA clinic includes a waiting area, exam rooms, work areas, and parking and works with the tribe's Vinita Health Center to accomplish lab and x-ray services for seamless care.



ADULT RESIDENTIAL TREATMENT

In 2025, construction continued on a new state-of-the-art adult residential treatment center near Tahlequah, the first of \$76 million worth of capital projects the tribe is undertaking to help Cherokees struggling with substance use disorders. The future facility, first announced in February 2023, will provide comprehensive and culturally based treatment services for drug addiction for Cherokee citizens via group and individual counseling, peer support services, care management, Cherokee cultural activities, equine therapy and more. The project is estimated to be a \$25 million investment.

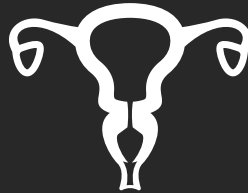
2025 Patient age breakdown

0-18 years – 26,834
 19-45 years – 39,285
 46-64 years – 25,001
 65-80 years – 14,844
 81+ years – 2,875



82,653

Visits for Cherokee Nation Behavioral Health patients in 2025



6,941

Women screened for cervical cancer in 2025



6,137

Medicated Assisted Treatment patient visits in 2025



1,068

Babies delivered at W.W. Hastings Hospital in 2025



11,955

Women screened for breast cancer in 2025



2,419

Transports by the W.W. Hastings Hospital EMS in 2025



9,737

Clients received dietary services in 2025



56,841

Patient visits to the W.W. Hastings emergency department in 2025



5,524

Surgical procedures performed at the Cherokee Nation Outpatient Health Center in 2025



2,382,078

Prescriptions were filled by pharmacy services in 2025



2,894

Surgical procedures performed at W.W. Hastings Hospital in 2025



118,139

Patient visits to Cherokee Nation Dental Services in 2025



172,472

Contract referrals processed with a 97% approval rate by contract health in 2025



W.W. Hastings Replacement Hospital

The new hospital, a \$470 million investment authorized under the tribe's Respond, Recover and Rebuild plan, will span 400,000 square feet. The six-story structure will have 127 beds, a rooftop helipad, and will allow for expanded services for Cherokee and Native citizens. The facility will replace the existing Hastings Hospital that was built in the mid-1980s and spans 180,000 square feet. The new hospital is projected to be completed and operational as soon as 2026. The new hospital will connect to the Cherokee Nation Outpatient Health Center via a bridge, allowing easy access for Cherokee citizens and staff across the medical campus in Tahlequah. The new Hastings Hospital will offer a wide range of services, including an Emergency Room, surgery facilities, an Intensive Care Unit, and imaging services. The building will also feature a pharmacy, laboratory, neonatal intensive care unit, and hospice care. Additionally, it will provide dietary services, acute care, and other medical offerings to serve the community's healthcare needs.



Innovative Patient Intake

Cherokee Nation Health Services now offers a real-time mobile patient intake and contactless check-in platform at each of its 12 healthcare facilities across the tribe's reservation. The new check-in platform was implemented to provide a seamless, easy, and engaging way for patients to complete consent forms, upload images, and update intakes at their convenience. In advance of future appointments, patients can speed up their registration process by confirming their appointment via mobile text message and receiving a secure Cherokee Nation link to begin a pre-visit intake.



Rare Disease Summit

About 7,000 identified rare diseases impact approximately 1 in 10 Oklahomans. The Cherokee Nation's first Rare Disease Summit on Nov. 21 2024 marked a crucial step toward addressing the too often overlooked healthcare needs of this population. The annual summit embodies the tribe's deep commitment to helping our citizens with complex health challenges. This informative gathering, organized by Cherokee Nation Health Services, aims to close gaps in healthcare access and ensure that every patient at Cherokee Nation Health Services feels seen and heard, no matter how rare their condition may be. Participants hear from medical experts in neurology, rheumatology, and infectious diseases in both panel discussions and question-and-answer sessions as they discuss multidisciplinary approaches for tackling rare health conditions.



Cherokee Nation leaders joined members of the Salina community Tuesday to celebrate the grand opening of the new Amo Health Center, a state-of-the-art healthcare facility that will significantly expand access to comprehensive medical services in the area.

2025 Accolades and Accreditations

On August 19, 2025, Cherokee Nation leaders joined members of the Salina community to celebrate the grand opening of the new Amo Health Center, a state-of-the-art healthcare facility that significantly expands access to comprehensive medical services in the area. The 109,000-square-foot, \$85 million outpatient healthcare center replaces the former 29,000-square-foot outpatient health center in Salina and offers a comprehensive range of services, including medical care, pediatrics, public health nursing, laboratory services, pharmacy, community nutrition, radiology, WIC, optometry, behavioral health, dental, and a wellness center – all designed to serve the community. The facility also features a multi-lane pharmacy drive-through, a full-service dock, a ground helipad, a covered ambulance pickup area, and a covered drive-through testing area.

Chief Hoskin, Deputy Chief Warner propose construction of a new Claremore Outpatient and ER Facility Cherokee Nation Principal Chief Chuck Hoskin Jr. and Deputy Chief Bryan Warner proposed a massive investment into a new healthcare facility replacing the aging federal Claremore Indian Hospital as part of the tribe’s planned assumption of operations. Hoskin and Warner’s proposed “Cherokee Nation Claremore Outpatient and Emergency Health Center Act of 2025” called for authorization of \$255.5 million to construct the new facility at a location within the Claremore community to be determined by the Principal Chief.



Cherokee Nation has signed into law the Cherokee Nation Claremore Outpatient and Emergency Health Center Act of 2025, which authorizes \$255.5 million to construct a new Claremore health facility. This plan includes \$11 million in upgrades to the current facility so that CNHS can bring our standard of high-quality care to Claremore patients.

2025 Accolades and Accreditations

The Council of the Cherokee Nation signed a resolution on August 11, 2025, to support an MOU with Hillcrest Hospital Claremore to solidify labor and delivery and OB services for expectant mothers at the Claremore Indian Hospital. The proposal with Hillcrest Hospital Claremore provides obstetric services to patients referred by Cherokee Nation, ensuring continuity of care and access to high-quality labor and delivery options.

Cherokee Nation Principal Chief Chuck Hoskin Jr. participated in a historic signing ceremony Tuesday, Sept. 23, with U.S. Secretary of Health and Human Services Robert F. Kennedy Jr. to formally acknowledge the transfer of operations of the Claremore Indian Hospital from the Indian Health Service to Cherokee Nation, effective October 1, 2025. The ceremonial signing took place at Martha's Vineyard, Massachusetts, while both parties were attending an HHS Secretary's Tribal Advisory Committee meeting, marking a significant milestone in tribal self-determination and healthcare sovereignty.



The Cherokee Nation Surgical Technology Program graduated four students recently during a ceremony inside the Cherokee Nation Outpatient Health Center. The program's graduating class included valedictorian Addison Backwater of Tahlequah, Presley Cavalier of Pryor, Elena Staubus of Stillwater, and Harold Youngblood of Jenks.

2025 Accolades and Accreditations

Cherokee Nation Surgical Technology Program graduates new class of medical professionals

The Cherokee Nation Surgical Technology Program graduated four students during a ceremony inside the Cherokee Nation Outpatient Health Center. The program's graduating class included valedictorian Addison Backwater of Tahlequah, Presley Cavalier of Pryor, Elena Staubus of Stillwater, and Harold Youngblood of Jenks. The program, accredited through the Commission on Accreditation of Allied Health Education Programs, strives to fill surgical technologist positions in the Cherokee Nation's healthcare system with educated and well-trained Cherokee people.

Cherokee Nation invests \$16M to improve access to cancer care

On February 13, 2025, the Cherokee Nation celebrated an investment of up to \$8 million each in strategic partnerships with Mercy in Fort Smith, Arkansas, and the University of Oklahoma Health

Stephenson Cancer Center in Tulsa. The contributions support state-of-the-art cancer treatment centers, providing critical care closer to home for Cherokee Nation citizens and others being diagnosed or battling cancer in the region. The Cherokee Nation's contributions are part of its larger initiative to improve cancer care access for its citizens.

Cherokee Nation Rare Disease Task Force outlines recommendations tribe can take to assist those with rare diseases

The Cherokee Nation Health Services Rare Disease Task Force released a report outlining progress made over the past year and recommendations the tribe can take in the future to help address the unique challenges faced by patients with rare diseases both on and off the Cherokee Nation Reservation. During a Rare Disease Awareness Month proclamation signing March 7, Chief Hoskin highlighted findings of the Rare Disease Task Force and announced the tribe's plan to host its second Rare Disease Summit later that year.



Outpatient Care

Amo Health Center | 821 AMOHI Ln., Salina, OK 74365

Cherokee Nation Outpatient Health Center | 19600 E Ross St., Tahlequah, OK 74464

Cooweescoowee Health Center | 395200 West 2900 Rd., Ochelata, OK 74051

Redbird Smith Health Center | 301 S. JT Stites Blvd., Sallisaw, OK 74955

Sam Hider Health Center | 859 E. Melton Dr., Jay, OK 74346

Three Rivers Health Center | 1001 S. 41st St. E., Muskogee, OK 74403

Vinita Health Center | 27371 S. 4410 Rd., Vinita, OK 74301

Will Rogers Health Center | 1020 Lenape Dr., Nowata, OK 74048

Wilma P. Mankiller Health Center | 471688 HWY 51, Stilwell, OK 74960

Inpatient Care

Cherokee Nation W. W. Hastings Hospital | 19780 E. Ross St., Tahlequah, OK 74464

Jack Brown Center | 1429 Jack Brown Ln., Tahlequah, OK 74464



GWY.9 DBP
CHEROKEE NATION®

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