



# ACQUISITION ENTERPRISE STRATEGIC PLAN

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**FISCAL YEARS 2024–2029**

Department of Health and Human Services (HHS)

Office of Acquisitions (OA)



# MESSAGE

from the Deputy  
Assistant Secretary



**H. Katrina Brisbon**  
Deputy Assistant Secretary  
Office of Acquisitions

Through the delivery of exceptional acquisition solutions, Acquisitions are an integral part of advancing the mission of the Department of Health and Human Services (HHS). In that spirit, I am pleased to share the HHS Acquisition Enterprise Strategic Plan for Fiscal Years 2024-2029. This plan is the direct result of close collaboration and significant input from our operating divisions. It represents our shared commitment to achieve our uncompromising vision:

*To be a premier acquisition organization in the federal government, enhancing the value of the acquisition workforce by fostering synergy and equity, and leveraging resources to create a sustainable and collaborative culture of integrity and excellence.*

Organized around four key pillars, our strategic plan builds on our past successes and provides the framework to achieve our future goals. It establishes a path forward for the acquisition community to continue as a strategic member of the Department to address the most important challenges and opportunities for HHS today and in the future. I believe that each member of the HHS acquisition community will see themselves reflected in one or more of the following areas:

- **Pillar 1: Empower the Workforce.** Our workforce is our most important asset, and our priority is to attract, develop, advance, and retain a diverse and agile workforce.
- **Pillar 2: Acquisition Excellence.** We are committed to developing quality processes that yield exceptional solutions to solve our most pressing problems.
- **Pillar 3: Expand Engagement.** Our success depends on strong partnerships and our priority is to promote meaningful communications with internal and external stakeholders to support collaboration.
- **Pillar 4: Inspire Innovation.** Foundational to all four pillars is our ability to continuously innovate and leverage existing and emerging technology to deliver results.

The Strategic Plan illuminates our steadfast commitment to meet our responsibilities for the Department, our esteemed stakeholders, our dedicated employees, and the taxpayers who fuel our operations. We are now focused on translating this plan into decisive action and tangible outcomes. Together, as a unified acquisition community, we will strengthen our collaborations, cultivate an environment of continuous learning and innovation, and relentlessly tackle the challenges that lie ahead. In pursuing these transformative steps, I remain firmly confident that we will continue propelling the vital mission of the HHS forward. I am keenly optimistic about our shared journey ahead, rich with opportunities for collective growth and significant advancement.

A handwritten signature in black ink that reads "H. Katrina Brisbon". The signature is written in a cursive, flowing style.

# HHS OPERATING DIVISIONS

## Heads of Contracting Activities (HCAs)



**Kenyata Wesley**



HCA, Administration for  
Children & Families



**Monica Gibson**



HCA, Agency for Healthcare  
Research & Quality



**Diane Sidebottom**



HCA, Advanced Research  
Projects Agency for Health



**Carolyn Taylor**



HCA, Assistant Secretary for  
Administration



**Makoto Braxton**



HCA, Assistant Secretary for  
Preparedness & Response



**Nancy Norton**



HCA, Centers for Disease  
Control & Prevention



**Derrick Heard**



HCA, Centers for Medicare &  
Medicaid Services



**Leonard Grant**



HCA, Food & Drug  
Administration



**Alexandra B. Garcia**



HCA, Health Resources &  
Services Administration



**Chantel Smith**



HCA, Indian Health Service



**Diane Frasier**



HCA, National Institutes of  
Health

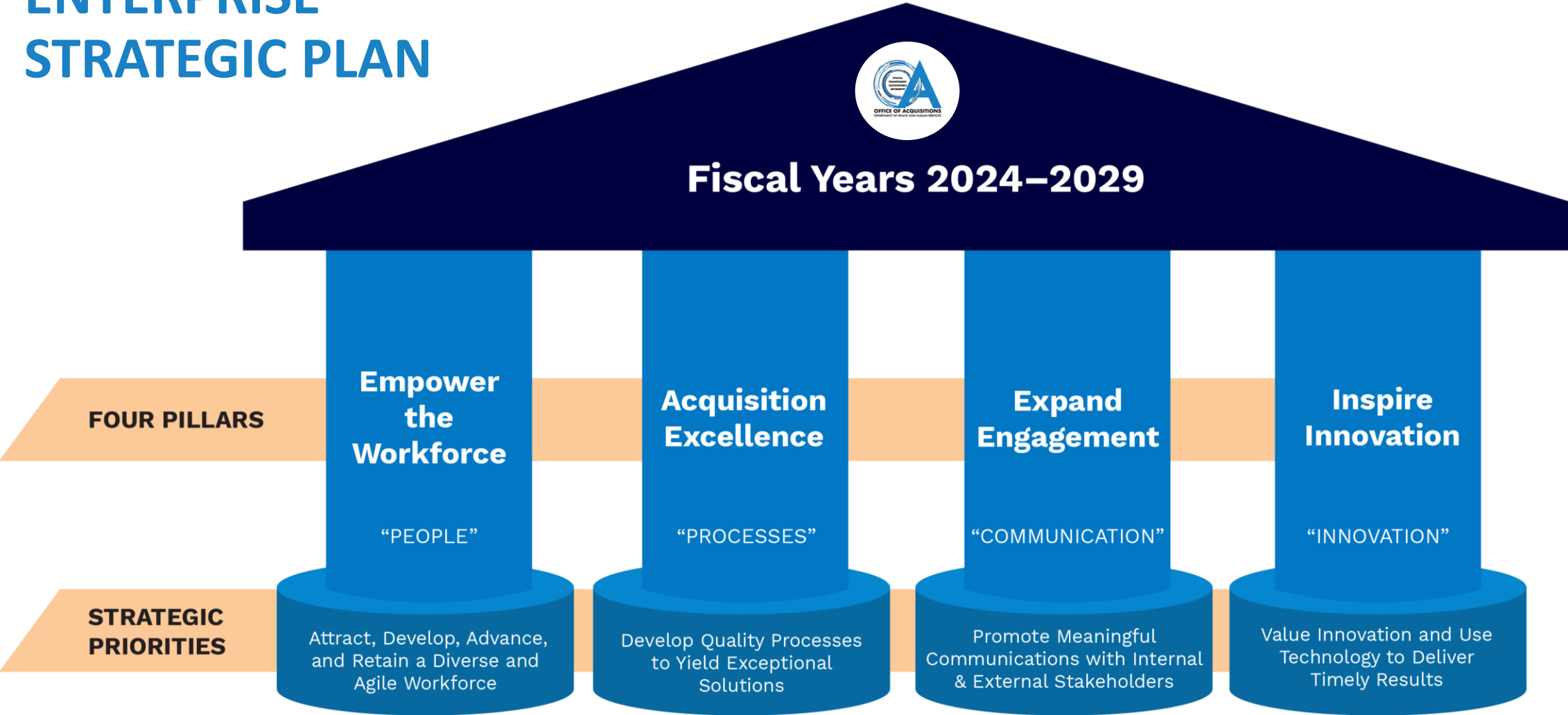


**Lynn Tantardini**



HCA, Substance Abuse &  
Mental Health Services  
Administration

# HHS ACQUISITION ENTERPRISE STRATEGIC PLAN



# PEOPLE



## Empower the Workforce

Attract, Develop, Advance, and Retain a Diverse and Agile Workforce

### GOALS

**Attract** and maintain a highly qualified acquisition workforce.

**Resource** the acquisition workforce with the right tools and processes to optimize their skills.

**Cultivate** high performing teams leveraging innovative thought.

### OBJECTIVES

**Expand**  
opportunities to enhance acquisition workforce career growth and job satisfaction

**Provide**  
world class training to develop a professional workforce capable of navigating the Federal acquisition framework

**Develop**  
a culture of excellence through positive leadership, mentoring and coaching

**Explore**  
and exploit creative acquisition solutions to advance efficiency and productivity





# PROCESSES



## Acquisition Excellence

Develop Quality Processes to Yield Exceptional Solutions

### GOALS

**Reduce** acquisition lead time on routine and common contract actions by creating efficiencies in process and availability of tools.

**Consolidate** policy and guidance documentation to improve workforce access and promote compliance.

**Increase** Department's performance across all Government-wide acquisition and small business metrics.

### OBJECTIVES

**Assess**  
and implement policy to improve small business utilization and spend under management (SUM)

**Employ**  
focused methods of accessing policy and tools to reduce administrative burden and redundancy

**Develop**  
data driven models that provide measurable advancements from current state operations

**Establish**  
meaningful and realistic targets for sustained process improvement year-over-year across all performance-indicating metrics





## Expand Engagement

Promote Meaningful Communications with Internal and External Stakeholders

### GOALS

**Effectively** communicate internally and externally to deliver timely oversight, acquisition clearances, and reporting.

**Improve** industry engagement to establish effective partnerships that will help meet the Department’s technical requirements and expand the HHS healthcare industrial base.

**Collaborate** across the HHS enterprise, industry, academia, partner agencies, and other communities to adopt and share best practices and lessons learned.

### OBJECTIVES

**Link**  
evolving technology to initiatives for reaching broader audiences and developing strong partnerships

**Convey**  
priorities often and establish timelines and frequency of communication with internal and external stakeholders

**Coordinate**  
often with industry and standardize engagements inclusive of flexibilities needed for unique mission requirements

**Advocate**  
for HHS interests through enterprising and clear engagement with oversight organizations



# INNOVATION



## Inspire Innovation

Value Innovation and Use Technology to Deliver Timely Results

### GOALS

**Increase** technological enhancements that streamline HHS acquisition performance.

**Develop** a centralized data repository and analytics platform.

**Inspire** a culture of acquisition innovation that challenges the status quo.

### OBJECTIVES

**Study**  
systems, impacts to processes and gap analyses to create an acquisition technology roadmap

**Create**  
human-centered design thinking workshops to foster modernization

**Promote**  
ideas and develop a pipeline for funneling commercial and government-leading best practices

**Encourage**  
diverse perspectives and contributions from across the acquisition enterprise





