



U.S. Department of Health and Human Services

Agency Priority Goal | Action Plan | FY 2026 – FY 2027

Modernize and Centralize HHS Procurement

Goal Leader: Jennifer Johnson, Deputy Assistant Secretary, Acquisitions and Senior Procurement

Deputy Goal Leader: Anthony Kram, Associate Deputy Assistant Secretary for Acquisitions

Goal Overview

Goal statement:

HHS will strengthen Department-wide acquisition functions to deliver consistent, high-quality, and cost-effective procurement shared services. Through coordinated buying of common goods and services, modern and consolidated acquisition management systems, and cross collaboration with the Divisions, HHS will realign core acquisition approaches to increase transparency, create Department-wide buying leverage, and efficiently deliver the best value to the taxpayer. By October 2027, HHS will:

1. Onboard 100% of HHS Divisions to the Office of Mission Acquisition Solutions (OMAS) shared services organization for common information technology and professional services procurements, ensuring standardized processes, tools, and performance metrics across the Department.
2. Transition at least 75% of targeted procurement actions from HHS Divisions to OMAS-supported operations.
3. Establish and operationalize at least 2 OMAS enterprise-wide contracting vehicles for common acquisition needs, enabling consolidation of demand and improved pricing while maintaining program flexibility.
4. Consolidate and modernize HHS acquisition management systems by transitioning at least 3 disparate, division-specific tools to a centralized, interoperable acquisition lifecycle platform that supports at least 75% of HHS procurement actions end-to-end, improves data quality and transparency, and reduces duplicative system costs and operational risk.

Problem to Be Solved:

HHS manages one of the federal government's largest and most complex acquisition portfolios, obligating approximately \$28.2 billion annually through more than 56,000 contract actions. These acquisition functions have historically been fragmented across 12 Divisions, with varying processes and contracting approaches using more than 20 acquisition-related systems and tools. This decentralization has limited the Department's ability to leverage its full buying power, creates inconsistent procurement outcomes, and contributes to duplicative systems, inefficiencies, and avoidable operational risk. Program offices and acquisition professionals often relied on division-specific tools and contracting methods that hinder transparency, complicate data-driven decision-making, and make it difficult to assess Department-wide performance, cost savings, and compliance.

As mission demands increase, HHS must adapt to do more with less, modernizing and coordinating its acquisition environment to improve timeliness, quality, and value while maintaining flexibility to meet program needs. Without a standardized shared services model, consolidated acquisition vehicles, and interoperable lifecycle systems, HHS risks higher costs, slower procurement timelines, inconsistent customer experience, and reduced ability to effectively manage contracts and vendors at scale. Addressing these challenges requires a Department-wide approach that strengthens governance, aligns acquisition operations, and enables consistent, high-quality procurement outcomes.

What Success Looks Like:

Success means HHS operates a modern, coordinated acquisition enterprise that delivers consistent, efficient, and high-value procurement services across the Department in direct support of the HHS mission. Divisions are supported by a shared services

model through OMAS, enabling standardized processes, tools, and performance metrics while preserving procurement authority for mission-critical needs. A majority of targeted procurement actions are executed through OMAS-supported operations, allowing HHS to consolidate demand, reduce duplication, and strengthen oversight.

Modern, interoperable acquisition management systems support the procurement lifecycle end-to-end, improving data quality, transparency, and real-time insight into acquisition performance across Divisions. Contracting vehicles for common goods and services are actively used, resulting in improved pricing, reduced procurement lead times, and more predictable outcomes for program customers. Acquisition professionals have access to consistent tools and clearer governance, while leadership can use reliable data to make informed decisions, manage risk, and demonstrate stewardship of taxpayer resources. Together, these improvements position HHS to buy smarter, faster, and more efficiently so that programs can deliver critical health outcomes to the public.

Goal Target(s)

The column in **blue** will reflect the quarterly update except for the initial action plan.

	We will...	Name of indicator (units in parentheses)	Start value (Date)	Current value	Target value	Target Completion
1	Onboard HHS Divisions* to the Office of Mission Acquisition Solutions (OMAS) shared services organization for common information technology and professional services procurements.	OMAS (percent of divisions onboarded)	0% 01/2026	100%	100%	May 2026
2	Transition targeted procurement actions from HHS Divisions to OMAS-supported operations.	Procurement actions (percent of procurement actions moved from Divisions)	0% 01/2026	30%	75%	October 2027
3	Establish and operationalize OMAS-supported contracting vehicles for common acquisition needs, enabling consolidation of demand and improved pricing while maintaining program flexibility.	Contracting vehicles (number of contracting vehicles)	0% 01/2026	0	2	October 2027
4	Consolidate and modernize HHS acquisition management systems by transitioning at least 3 disparate, division-specific tools to a centralized, interoperable acquisition lifecycle platform that supports at least 75% of HHS procurement actions end-to-end, improves data quality and transparency, and reduces duplicative system costs and operational risk.	Lifecycle platform (number of division-specific tools transferred)	0% 01/2026	0	3	October 2027

* HHS Divisions include all Operating Divisions and Staff Divisions within the Department.

Summary of Progress– FY 2026 Quarter 1 and 2

Bottom line up front: Implemented the procurement alignment and collaboration taskforce (PACT) framework through the Office of Mission Acquisition Solutions (OMAS). Onboarded HHS Divisions to OMAS acquisition shared services organization for common information technology and professional services procurements. Staffed OMAS to at least 80% capacity.

Goal Strategies

Stand Up and Expand OMAS as a Department-Wide Shared Services Organization

HHS will establish and scale OMAS as the central acquisition shared services organization for common acquisition needs across Divisions, including IT and professional services procurements. OMAS will support standardized intake, routing, and coordination processes to identify common requirements early and execute appropriate procurement actions through a shared services delivery model.

Governance structures and engagement mechanisms with Division acquisition leaders will support coordinated procurement planning, aligned priorities, and effective service delivery. This includes clearly defined roles and responsibilities and sustained collaboration with Division acquisition and program stakeholders.

As Divisions onboard to OMAS, targeted procurement actions will transition to OMAS-supported operations, improving consistency, reducing duplication, and enhancing acquisition outcomes while maintaining mission-specific flexibility.

Consolidate Demand and Leverage Strategic Contracting Vehicles

HHS will identify common acquisition requirements across Divisions and expand the use of OMAS-supported, department-wide contracting vehicles to enable coordinated buying and demand aggregation. These vehicles will streamline access to frequently used goods and services, improve pricing and terms, reduce administrative burden, and promote more predictable acquisition outcomes.

Strategic sourcing and coordinated buying will allow HHS to better leverage its purchasing power while improving speed, quality, and value for program offices.

Modernize and Integrate Acquisition Management Systems through HCAS

HHS will modernize acquisition operations by deploying the HHS Consolidated Acquisition System (HCAS) as the Department's primary contract writing and acquisition management system.

Divisions and acquisition organizations will be onboarded to HCAS to support standardized acquisition execution, improve system interoperability, and enable end-to-end visibility into procurement activities.

Alignment of OMAS operations with HCAS will ensure centralized procurement services are supported by modern, interoperable technology that improves data quality, reporting, analytics, and oversight while reducing operational risk associated with fragmented systems.

Key Indicators

Key Indicator	Description	Baseline	Target
Divisions Onboarded	Percentage of Divisions onboarded to OMAS	0%	100%
Targeted Procurement Actions Transferred to OMAS	Percentage of targeted procurement actions transferred from Divisions to OMAS	0%	75%
Contracting Vehicles	Number of contracting vehicles established by OMAS	0	2
Acquisitions Systems Consolidation	Number of disparate, division-specific tools transitioned to a centralized acquisition lifecycle platform	0	3

Key Milestones

Milestone	Due Date	Status	Owner
Launch OMAS Shared Services and Onboard Customers	FY26 Q2	Complete	OMAS
Staff OMAS to at least 80% Capacity	FY26 Q2	Complete	OMAS
Collect and Analyze the initial OMAS procurement portfolio	FY26 Q2	In Progress (analysis still underway)	OMAS
Onboard NIH as an HCAS User	FY27 Q1	In Progress	OA/NIH
Develop First Shared Contract Vehicle for OMAS	FY27 Q2	In Progress	OMAS
Onboard CDC as an HCAS User	FY27 Q3	In Progress	OA/CDC

Data Accuracy & Reliability

Please include a brief description of how the team will ensure the accuracy and reliability of the data and will compensate for any data limitations.

Data Source	Accuracy	Scope	Benefits	Limitations	Addressing Limitations
Central Award Inventory	Med	List of all contracts owned by OMAS	Useful for identifying those contracts in other datasets, such as D2D and USASpending/SAM.gov	Requires ongoing maintenance and data cleaning to ensure accuracy over time. Does not contain full, transaction-level data.	Diligently maintain records on which contracts are within OMAS through the use of intake forms and other processes. Mapping contract identifiers to other data sources like USASpending/SAM.gov to have more granular data access.
USASpending/SAM.gov	High	Contract data, cleaning with a common standard. Used to map Central Award Inventory with transaction-level data.	High quality data cleaning and treasury reconciliation process accurately reflects how much the federal government spent from a budgetary standpoint	If Central Award Inventory is incomplete or inaccurate, mapping will have gaps.	Use robust data matching system to ensure that the correct information is pulled for each contract.

Additional Information

Related Policy and Partners

- President's Management Agenda:
 - Efficiently Deploy the Buying Power of the Federal Government and Buy American
 - Buy as one entity: smarter, faster, cheaper
 - Build the most agile, effective, and efficient procurement system
 - Eliminate Woke, Weaponization, and Waste
 - Cease payments to fraudsters and eliminate waste
- Executive Orders:
 - Executive Order: Stopping Waste, Fraud, and Abuse by Eliminating Information Silos
 - Executive Order: Restoring Common Sense to Federal Procurement
- Policies:
 - HHS Strategic Plan – *Pending*
 - OMB-25-31 Memo

Goal Team

Questions regarding this APG can be directed to performance@hhs.gov

**Office of the Assistant
Secretary for Financial
Resources**

Goal Lead:

- Jennifer Johnson, Deputy Assistant Secretary, Acquisitions and Senior Procurement Executive

Implementation Team:

- Anthony Kram, Associate Deputy Assistant Secretary for Acquisitions
- Quentin McCoy, Head of Contracting Activity, Office of Mission Acquisition Solutions
- Sonya Carrion, Executive Director, Strategic Programs and Business Systems Division, Office of Acquisitions