



Office of Acquisition and Grants Management (OAGM)

# **STRATEGIC PLAN**

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**Figure 1: Strategic Plan Overview**



## WHO WE ARE

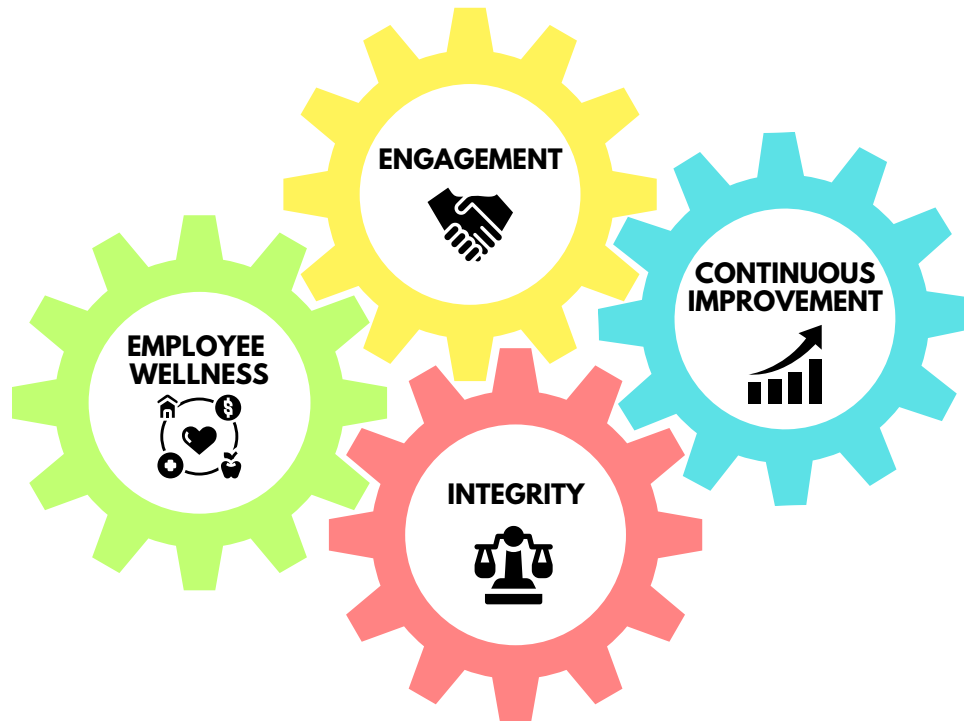
Each year, nearly 170 million Americans depend on the programs administered by the Centers for Medicare and Medicaid Services (CMS). The administration of these programs is made possible through the work of a dedicated and talented acquisition and grant workforce that negotiates, implements, and maintains preeminent contracts, interagency agreements, grants, and federal financial assistance partnerships between industry, academia, states, and other entities.

The Office of Acquisition and Grants Management (OAGM) is comprised of Contracting Officers, Contract Specialists, Grants Management Officers, Grants Management Specialists, Program Managers, Project Officers, Contracting Officer's Representatives, and a myriad of other professional staff. Please refer to the [Current OAGM Organizational Chart](#) for additional information.

In addition to executing and administering thousands of contracts and grants amounting to billions of dollars annually, OAGM serves as a strategic liaison between internal program, finance, and information technology components and external partners (i.e., the contractor and grantee community). These partnerships are part of a large and complex acquisition and grants (federal financial assistance) system. As a key component in this system, OAGM strives to operate with integrity, transparency, accountability, fairness, and efficiency, in order to deliver value for our nation's taxpayers, optimize investments, and promote superior performance outcomes.

# CORE VALUES

Figure 2: Core Values



Emphasize employee well-being and invest time and resources in the personal and professional development of OAGM employees

## EMPLOYEE WELLNESS



### KEY CHARACTERISTICS

#### MUTUAL RESPECT

Value the uniqueness in backgrounds, perspectives, interests, strengths, and knowledge of other employees and provide open communication and support for continuous personal and professional growth and development

#### WORK/LIFE BALANCE

Provide employees with meaningful and engaging work, while also allowing the flexibility to undertake personal and family responsibilities

## CONTINUOUS IMPROVEMENT



### KEY CHARACTERISTICS

#### EFFECTIVE RISK MANAGEMENT

Propose ideas or take prudent risks that aim to add value and efficiency to advance the delivery of quality services to our stakeholders

#### EMPOWERMENT

Take initiative and intentionally engage with others to improve processes or address problems by offering mutually acceptable and beneficial solutions

Communicate and act with honesty and transparency while protecting sensitive information and assuring taxpayer dollars are spent responsibly through fair processes

## INTEGRITY



### KEY CHARACTERISTICS

#### TRANSPARENCY

Embrace and encourage openness and honesty in interactions with colleagues and stakeholders

#### ACCOUNTABILITY

Assume responsibility for successfully accomplishing work objectives and delivering products and services in a timely manner

#### TRUSTWORTHINESS

Act reliably and ethically in executing activities on behalf of OAGM and our stakeholders

Active participation and ownership in our work and invest in helping the organization achieve its mission, vision, and goals

## ENGAGEMENT



### KEY CHARACTERISTICS

#### DEDICATION

Demonstrate personal commitment to producing high-quality work and results to advance the reputation and credibility of the organization and the individual

#### TEAM-ORIENTED

Take initiative and intentionally engage OAGM leadership and employees to work collaboratively and support each other to achieve the collective goals of OAGM and CMS

## OAGM STRATEGIC FRAMEWORK

This Strategic Plan forms many critical components of the OAGM Strategic Framework. While this Strategic Plan outlines our mission, vision, and core values, these concepts are further developed and put into actionable efforts through the annual Strategic Action Plan, Strategic Priorities and Strategic Portfolio.

Each year, OAGM develops a Strategic Action Plan which defines what our office will focus on for the calendar year. This action plan highlights all the strategic guidance, in addition to OAGM's own Strategic Plan, that helped us shape the annual Strategic Priorities including: the United States Department of Health and Human Services (HHS) Strategic Plan, HHS Office of Acquisitions (OA) Strategic Plan, Senior Executive Service (SES) Plan Critical Elements, CMS Strategic Plan (Pillars and Cross Cutting Initiatives), and CMS Enterprise Operations Guiding Principles. These Strategic Priorities help to determine our Strategic Portfolio of projects and programs, which drives and tracks progress towards achieving the aims within the Strategic Plan.

Progress on these initiatives will be shared across OAGM and reported up to the Office of the Administrator (OA). Further information on the Strategic Action Plan, Strategic Priorities and Strategic Portfolio, including what the current priorities are, can be found in the [Strategic Appendices](#).

**Figure 3: OAGM Strategic Framework**



We are proud of the work we have accomplished thus far and look forward to continued growth, in pursuit of creating an exceptional experience and the best outcomes for everyone with whom we work and serve.



Office of Acquisition and Grants Management (OAGM)

# **2024 STRATEGIC APPENDIX**



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# 2024 Strategic Appendix A: 2024 Strategic Action Plan

This year OAGM's strategic planning cycle began in September 2023 and went through January 2024. During this cycle, the Program Management Office (PMO) participated in a number of working sessions with OAGM Leadership, OAGM Group and Division Directors, and OAGM Project Leads to discuss what strategic initiatives OAGM will focus on for the year. This was also done in collaboration with OA's Portfolio Management Team. The two main outputs of the strategic planning cycle were the **1) 2024 Annual Strategic Priorities** and **2) 2024 Annual Strategic Portfolio**.

The following HHS and CMS guidance was taken into account for the 2024 strategic planning cycle:

- **HHS FY 22 - 26 Strategic Plan**

- Strategic Goal 1: Protect and Strengthen Equitable Access to High Quality and Affordable Healthcare
- Strategic Goal 2: Safeguard and Improve National and Global Health Conditions and Outcomes
- Strategic Goal 3: Strengthen Social Well-Being, Equity, and Economic Resilience
- Strategic Goal 4: Restore Trust and Accelerate Advancements in Science and Research for All
- Strategic Goal 5: Advance Strategic Management to Build Trust, Transparency, and Accountability

- **HHS Office of Acquisitions (OA) Strategic Plan**

- 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.

- **FY 24 Senior Executive Service (SES) Plan Critical Elements**

- Leading Change
- Leading People
- Business Acumen
- Building Coalitions
- Results Driven



- **CMS Strategic Plan**

- **CMS Strategic Pillars**

- Advance Equity - Advance health equity by addressing the health disparities that underlie our health care system.
    - Expand Access - Build on the Affordable Care Act and expand access to quality, affordable health coverage and care.
    - Engage Partners - Engage our partners and communities we serve throughout the policy making implementation process.
    - Drive Innovation - Drive Innovation to tackle our health system challenges and promote value-based, person-centered care.
    - Protect Programs - Protect our programs' sustainability for generations by serving as a responsible steward of public funds.
    - Foster Excellence - Foster a positive and inclusive workplace and workforce, and promote excellence in all aspects of CMS's operations.

- **CMS Cross Cutting Initiatives**

- Elevating Stakeholder Voices through Active Engagement
    - Behavioral Health
    - Drug Affordability
    - Maternity Care
    - Oral Health
    - Rural Health
    - Supporting Health Care Resiliency
    - National Quality Strategy
    - Coverage Transition (COVID-19/PHE Unwinding)
    - Nursing Homes and Choice in Long Term Care
    - Data to Drive Decision Making
    - Integrating the 3Ms (Medicare, Medicaid & CHIP, Marketplace)
    - Future of Work @ CMS

- **Enterprise Operations Guiding Principles**

- Integration of Program Policy & Operations
  - Successful Execution of Shared Goals
  - Data-Driven Decisions
  - Safe and Inspiring Work Environment

The first output of the 2024 strategic planning cycle were the following **OAGM 2024 Strategic Priorities**:

- Promote a workplace that is centered around **wellness** and **engagement**, while achieving a **diverse, equitable, inclusive and accessible** workforce.
- Drive **innovation** and **continuously improve** acquisition and federal financial assistance life cycle best practices that **promote stewardship** and **integrity**.
- Foster the growth and **strengthening** of OAGM's **partnerships** with our stakeholders to ensure OAGM is valued as a **trusted acquisition and federal financial assistance strategic advisor**.
- Lead **modernization** efforts to drive **data driven decision-making**.

These priorities were then further broken down into projects and programs which capture manageable bodies of work to achieve our strategic aims. The list of projects and programs included in the 2024 Strategic Portfolio can be found in [2024 Strategic Appendix B](#). Each OAGM project is assigned a lead who then works with the PMO to develop Objectives and Key Results (OKRs), milestones and risks to help us track progress throughout the year.

More information on the 2024 Strategic Portfolio OKRs can be found on the OAGM [Strategic Portfolio SharePoint Site](#).

# 2024 Strategic Appendix B: 2024 OAGM Strategic Portfolio Executive Summary

OAGM’s 2024 Strategic Portfolio consists of 11 projects/programs. Each project/program is mapped to the strategic guidance outlined in the Strategic Action Plan in Appendix A.

## Project #1

**Project/Program Title:** Procurement Spend Optimization (PSO)

**Project/Program Lead:** Craig Gillespie

**Reporting Level:** OA

**Strategic Alignment:**

2024 OAGM Strategic Priority	Drive innovation and continuously improve acquisition and grants life cycle best practices that promote stewardship and integrity
OAGM Core Values	Continuous Improvement
HHS Office of Acquisitions (OA) Strategic Priority	Acquisition Excellence
CMS Pillar	Protect Programs
CMS Cross Cutting Initiative	Data to Drive Decision Making
Enterprise Operations Guiding Principle	Integration of Program Policy & Operations

**Project Description:** Expand PSO across the Agency procurement ecosystem.

**CMS Center/Office Involvement:** All CMS.

## Project # 2

**Project/Program Title:** Acquisition Strategy Development

**Project/Program Lead:** Jason Vollmer

**Reporting Level:** OA

**Strategic Alignment:**

2024 OAGM Strategic Priority	Drive innovation and continuously improve acquisition and grants life cycle best practices that promote stewardship and integrity
OAGM Core Values	Continuous Improvement

HHS Office of Acquisitions (OA) Strategic Priority	Acquisition Excellence
CMS Pillar	Protect Programs
CMS Cross Cutting Initiative	N/A
Enterprise Operations Guiding Principle	Integration of Program Policy & Operations

**Project Description:** Get CMS into compliance with the HHS directive requiring all acquisitions over \$250,000 to have an associated Acquisition Strategy.

**CMS Center/Office Involvement:** OSPR.

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### Project # 3

**Project/Program Title:** Contract Funds Management (CFM)

**Project/Program Lead:** Bridget Rineker

**Reporting Level:** OA

**Strategic Alignment:**

2024 OAGM Strategic Priority	Drive innovation and continuously improve acquisition and grants life cycle best practices that promote stewardship and integrity
OAGM Core Values	Continuous Improvement
HHS Office of Acquisitions (OA) Strategic Priority	Acquisition Excellence
CMS Pillar	Protect Programs
CMS Cross Cutting Initiative	Data to Drive Decision Making
Enterprise Operations Guiding Principle	Integration of Program Policy & Operations

**Project Description:** Proactively manage unliquidated contract obligations to repurpose for other program needs. Optimize current and forecasted Agency spend by rightsizing contract prices with actually-experienced costs.

**CMS Center/Office Involvement:** OFM, OAGM Operative Divisions.

## Project #4

**Project/Program Title:** Employee Engagement

**Project/Program Lead:** Suman King

**Reporting Level:** OA

**Strategic Alignment:**

2024 OAGM Strategic Priority	Promote a workplace that is centered around wellness and engagement, while achieving a diverse, equitable, inclusive and accessible workforce
OAGM Core Values	Employee Wellness and Engagement
HHS Office of Acquisitions (OA) Strategic Priority	Empower the Workforce
CMS Pillar	Foster Excellence
CMS Cross Cutting Initiative	N/A
Enterprise Operations Guiding Principle	Safe and Inspiring Work Environment

**Project Description:** Promote sense of organizational connection during Return-to-Workplace transition.

**CMS Center/Office Involvement:** N/A.

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## Project # 5

**Project/Program Title:** DEI Strategy Implementation

**Project/Program Lead:** Juanita Wilson

**Reporting Level:** OA

**Strategic Alignment:**

2024 OAGM Strategic Priority	Promote a workplace that is centered around wellness and engagement, while achieving a diverse, equitable, inclusive and accessible workforce
OAGM Core Values	Employee Wellness and Engagement
HHS Office of Acquisitions (OA) Strategic Priority	Empower the Workforce
CMS Pillar	Foster Excellence
CMS Cross Cutting Initiative	N/A
Enterprise Operations Guiding Principle	Safe and Inspiring Work Environment

**Project Description:** Raise awareness and educate office on DEI topics to instill culture of inclusion.

**CMS Center/Office Involvement:** OHC and OEOCR.

## Project # 6

**Project/Program Title:** Accessibility

**Project/Program Lead:** Ben Simcock

**Reporting Level:** OA

**Strategic Alignment:**

2024 OAGM Strategic Priority	Drive innovation and continuously improve acquisition and grants life cycle best practices that promote stewardship and integrity
OAGM Core Values	Continuous Improvement
HHS Office of Acquisitions (OA) Strategic Priority	Acquisition Excellence
CMS Pillar	Advance Equity
CMS Cross Cutting Initiative	N/A
Enterprise Operations Guiding Principle	Successful Execution of Shared Goals

**Project Description:** Improve Accessibility of Acquisition Documentation (agency and public facing).

**CMS Center/Office Involvement:** N/A.

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## Project # 7

**Project/Program Title:** Grants Closeout

**Project/Program Lead:** Mary Beth Greene

**Reporting Level:** OAGM

**Strategic Alignment:**

2024 OAGM Strategic Priority	Drive innovation and continuously improve acquisition and grants life cycle best practices that promote stewardship and integrity
OAGM Core Values	Continuous Improvement
HHS Office of Acquisitions (OA) Strategic Priority	N/A
CMS Pillar	Protect Programs
CMS Cross Cutting Initiative	N/A
Enterprise Operations Guiding Principle	Successful Execution of Shared Goals

**Project Description:** The purpose of this project is to ensure that CMS discretionary grants are closed out consistent with the requirements of 2 CFR 200.344 Closeout.

**CMS Center/Office Involvement:** OAGM is responsible for working with the designated program offices to closeout all discretionary grants. These include: CCIIO, CM, CMMI, CMCS, CPI, OBRHI, OFM, OMH, OA.

## Project # 8

**Project/Program Title:** Grants Equity

**Project/Program Lead:** Mary Beth Greene & Jason Vollmer

**Reporting Level:** OAGM

**Strategic Alignment:**

2024 OAGM Strategic Priority	Drive innovation and continuously improve acquisition and grants life cycle best practices that promote stewardship and integrity
OAGM Core Values	Continuous Improvement
HHS Office of Acquisitions (OA) Strategic Priority	N/A
CMS Pillar	Advance Equity
CMS Cross Cutting Initiative	N/A
Enterprise Operations Guiding Principle	Integration of Program Policy & Operations

**Project Description:** The HHS Simpler NOFO pilot creates a simpler more accessible Notice of Funding Opportunity designed to result in a larger and more diverse pool of applicants for grant programs.

**CMS Center/Office Involvement:** CCIO, CM, CMMI, CMCS, CPI, OBRHI, OC, OFM, OMH, OA.

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## Project # 9

**Project/Program Title:** Data Quality and Management Modernization

**Project/Program Lead:** David Price

**Reporting Level:** OAGM

**Strategic Alignment:**

2024 OAGM Strategic Priority	Lead modernization efforts to drive data driven decision-making
OAGM Core Values	Continuous Improvement
HHS Office of Acquisitions (OA) Strategic Priority	Inspire Innovation
CMS Pillar	Foster Excellence
CMS Cross Cutting Initiative	N/A
Enterprise Operations Guiding Principle	Data-Driven Decisions

**Project Description:** OAGM is modernizing our data and reporting infrastructure to better meet the needs of today’s contracting and program operations personnel. Additionally, OAGM will implement data governance and management processes designed to improve data quality, strengthen data processes, and ensure federal and agency policies are fully addressed.

**CMS Center/Office Involvement:** OAGM will work with OIT to implement appropriate technology. OFM will be asked to support data exchange to better support financial decision making.

**Project # 10**

**Project/Program Title:** Spend Under Management

**Project/Program Lead:** Lyandra Emmanuel

**Reporting Level:** OAGM

**Strategic Alignment:**

2024 OAGM Strategic Priority	Drive innovation and continuously improve acquisition and grants life cycle best practices that promote stewardship and integrity
OAGM Core Values	Continuous Improvement
HHS Office of Acquisitions (OA) Strategic Priority	Acquisition Excellence
CMS Pillar	Protect Programs
CMS Cross Cutting Initiative	N/A
Enterprise Operations Guiding Principle	Successful Execution of Shared Goals

**Project Description:** Create alignment with the HHS Acquisition Excellence Strategic Pillar by leading Category Management activities to aimed at increasing CMS’ Spend under Management (SUM) dollars.

**CMS Center/Office Involvement:** N/A



## Project # 11

**Project/Program Title:** Cybersecurity

**Project/Program Lead:** Kim Tatum

**Reporting Level:** OAGM

**Strategic Alignment:**

2024 OAGM Strategic Priority	Foster the growth and strengthening of OAGM's partnerships with our stakeholders to ensure OAGM is valued as a trusted acquisition and federal financial assistance strategic advisor
OAGM Core Values	Continuous Improvement
HHS Office of Acquisitions (OA) Strategic Priority	Acquisition Excellence
CMS Pillar	Protect Programs
CMS Cross Cutting Initiative	N/A
Enterprise Operations Guiding Principle	Safe and Inspiring Work Environment

**Project Description:** Improve Cybersecurity awareness and inclusion across our contract portfolio.

**CMS Center/Office Involvement:** OIT.