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CENTERS FOR MEDICARE & MEDICAID SERVICES
DEPARTMENT OF HEALTH AND HUMAN SERVICES

Leslie V. Norwalk, Esq., is the Acting Administrator for the Centers for Medicare & Medicaid Services (CMS). During her past five years at the agency, she has been a key member of the senior leadership team, having served as Deputy Administrator, Chief Operating Officer, and Acting Director of the Center for Beneficiary Choices. She is a nationally recognized expert on Medicare issues and played a central role in the successful implementation of the prescription drug benefit and other reforms to Medicare and Medicaid. She was also the CMS lead on the Secretary's efforts in the wake of Hurricane Katrina.

CMS has the second-largest budget outlay of the Federal Government, directly responsible for \$1 out of every \$3 spent on healthcare in the United States. The organization insures approximately 25% of the population of the United States (more than 84 million beneficiaries) including the elderly, disabled, and some of the lowest income individuals in the country. CMS processes over one billion claims each year and it contracts with approximately one million providers.

Prior to serving the Bush Administration, she practiced law in the Washington, D.C. area, where she advised clients on a variety of health policy matters. She also served in the first Bush administration in the White House Office of Presidential Personnel.

Ms. Norwalk, a native of Dayton, OH, earned a juris doctor degree from the George Mason University School of Law, where she was a Dean's Scholar and an editor of the *George Mason Law Review*. She earned a bachelor's degree, *cum laude*, in economics and international relations from Wellesley College.