



## AMERICA'S ESSENTIAL HOSPITALS

### 2015 America's Essential Hospitals Board of Directors At-Large Director Nominees



**Akram Boutros, MD**  
**President and CEO**  
**The MetroHealth System**

Akram Boutros, MD, FACHE, is President and Chief Executive Officer of The MetroHealth System, one of the largest, most comprehensive health systems in Northeast Ohio. He came to MetroHealth in June 2013, following 20 years of successful hospital leadership including five years as President of BusinessFirst Healthcare Solutions, an international advisory firm to health systems.

Dr. Boutros has led successful projects focused on strategic repositioning, operational redesign, clinical and physician integration and Accountable Care Organization development. He has served as an executive leader of community and specialty hospitals, and academic medical centers.

A graduate of Harvard Business School's Advanced Management Program, Dr. Boutros is utilizing his business acumen and collaborative leadership style to lead a transformation as The MetroHealth System moves from sick care to health care and plans for a new physical plant to deliver the health care of the future.



**Stan Hammack**  
**CEO**  
**University of South Alabama Medical Center**

Hammack became vice president of the University of South Alabama (USA) Health System in November 2006 after more than 30 years serving the university's medical mission in positions of increasing responsibility. He has an extensive background in medicine, starting as a pharmacist at USA Medical Center before transitioning into administrative leadership positions in USA hospitals.

During Hammack's tenure, the University of South Alabama Health System has become recognized as the Gulf Coast's most respected provider of health care, with nationally acclaimed physicians and the latest scientific and medical technologies found together only in academic health care.

Hammack is a tireless advocate for health care quality and accessibility in Alabama. In 2012, Governor Robert Bentley appointed him to the Alabama Medicaid Advisory Commission. The governor also appointed him to the Medicaid Hospital Services and Reimbursement Panel to represent public and governmental hospitals. He is chair of the Alabama Hospital Association's Medicaid steering committee, serves on the Business Council of Alabama's board, and is chair of America's Essential Hospital's membership committee.

Hammack has served with a wide range of health care organizations, including as Chairman of the Alabama Hospital Association, on the regional policy board of the American Hospital Association, and on the boards of Blue Cross and Blue Shield of Alabama, the Alabama Department of Public Health, and the Southwest Alabama Medicaid Maternity Care Program. The American Hospital Association honored him as Alabama's recipient of the Grassroots Champion Award in 2013. The Alabama Hospital Association awarded him the Gold Medal of Excellence in 2009.

Hammack is a graduate of Auburn University and holds a master's degree in public administration from the University of South Alabama.



**Carlos A. Migoya**  
**President & Chief Executive Officer**  
**Jackson Health System**

Carlos A. Migoya has served as President and CEO of Jackson Health System since May 2011, overseeing one of the nation's largest and most respected public healthcare networks. Jackson has the distinction of bringing world-class medical care – including the medical school faculty and students from the University of Miami and Florida International

University – to a taxpayer-owned system that guarantees a single high standard of care for all residents of Miami-Dade County. The system is anchored by Jackson Memorial Hospital, one of the top-ranked hospitals in Florida. The system also includes two neighborhood community hospitals, Holtz Children Hospital, Jackson Behavioral Health Hospital, Jackson Rehabilitation Hospital, two nursing homes and numerous clinics.

In his first year at Jackson, Mr. Migoya led a transformation that reversed years of massive losses, including an \$82 million loss in the prior year, and produced a surplus of more than \$8 million. It was the first time Jackson produced a surplus since 2006. In each of the following two years, the surplus topped \$50 million. At the same time, key indicators of healthcare quality and patient satisfaction improved, proving that public hospital systems need not choose between medical excellence and operational sustainability. In November 2013, he led a successful campaign in which 65 percent of Miami-Dade voters approved the \$830 million Jackson Miracle-Building Bond program, which is the cornerstone of a 10-year, \$1.4 billion capital plan to renovate, modernize and expand Jackson's facilities.

Prior to joining Jackson, Mr. Migoya served as City Manager in Miami, successfully tackling the city's ailing budget issues. Most of Mr. Migoya's professional life has been spent in the banking industry, rising through the ranks over more than 40 years from part-time teller to regional president and CEO. He spent many years working for Wachovia, most recently as the regional president of Wachovia in North Carolina and the CEO for the Atlantic region, responsible for banking in New Jersey, Connecticut and New York.

He is actively involved in several community organizations, including having served as the foundation chairman of Florida International University and as a member of the university's Dean's Council, the College of Business Administration's principal advisory board. Since 2006, Mr. Migoya has served as a director of AutoNation, the largest auto retailer in the U.S. He currently serves on the boards of the Downtown Charter School in Miami and the Jazz at Lincoln Center in New York City.

---

Mr. Migoya earned an undergraduate degree in finance and a Master of Business Administration in finance from Florida International University.



**Sam Ross, MD, MS**  
**CEO**  
**Bon Secours Baltimore Health System**

Ross is responsible for the direction and management of Bon Secours Baltimore's integrated urban health system, which includes a 125-bed acute care hospital, a community-based primary care site, two substance abuse treatment centers, behavioral medicine, HIV/AIDS and renal dialysis services, preventive health/education programs, and an extensive community housing redevelopment program. Along with his responsibilities as CEO of Bon Secours Baltimore, Ross has an expanded role within Bon Secours Health System where he is market leader for Bon Secours Kentucky. The CEO of the Kentucky market reports to him. Ross also coordinates CEO forums for the system. He is a member of the board of directors of the prestigious Federal Reserve Bank of Richmond, Baltimore branch. The May 2012 issue of *Modern Healthcare* named Ross as one of the "Top 25 Minority Executives in Healthcare."

Ross is known for his commitment to quality health care as demonstrated by his membership in distinguished professional organizations such as the National Association of Health Services Executives (NAHSE). He received the 2010 Community Service/Health Care Executive Award from NAHSE for his work to improve health care and narrow the gap of disparities in Baltimore City. Ross is a member of the National Medical Association and the Maryland Hospital Association. He is committed to improving our community and is active in a number of professional organizations focused on moving health care forward. His professional affiliations include the American Diabetes Association, the Alzheimer's Association, the American Heart Association, the American Cancer Society, the Maryland Patient Safety Center, and the Greater Mondawmin Coordinating Council.

Before arriving in Baltimore, Ross was a member of the staff of Parkland Health & Hospital System in Dallas, Texas, where he served in varied positions for more than 14 years including as executive vice president and chief medical officer of the medical staff/house staff division. Formerly, he was an associate director of the family medicine residency program at St. Paul Medical Center. Ross was also clinical professor in the Department of Family Medicine at the University of Texas Southwestern Medical Center and associate dean for clinical affairs at Parkland.

---

Ross holds a medical degree from the University of Texas Health Science Center Medical School in San Antonio, Texas, and a master of science in medical management from the University of Texas at Dallas, in Richardson, Texas.