

Supplemental Digital Table 1

Cleveland Clinic Institutes Combining Medicine and Surgery Departments*

Institute	Medicine Department(s)	Surgery department(s)
Dermatology & Plastic Surgery	Dermatology	Plastic
Digestive Disease	Gastroenterology, hepatology	Colo-rectal, general, hepato-pancreatico, biliary, transplantation
Endocrinology & Metabolism	Endocrinology, diabetes and metabolism, regional endocrinology	Endocrine, bariatric
Heart & Vascular	Cardiology, vascular	Cardiac, thoracic, vascular
Neurological	Neurology, psychiatry, psychology, rehabilitation	Neuro
Orthopaedics & Rheumatologic	Rheumatology, immunology	Orthopedic
Urology & Kidneys	Nephrology, hypertension	Genito-urinary

* The table reflects the Cleveland Clinic structure in 2010 and 2011, when the author conducted interviews with physicians and administrators.

Supplemental Digital Table 2

Cleveland Clinic Institutes Not Combining Traditionally Separate Medicine and Surgery Departments*

Institute	Department(s)	Notes
Anesthesiology	Cardiothoracic, critical care medicine, general, pain management, pediatric, regional anesthesiology	N/A
Taussig Cancer	Cutaneous, hematologic, solid tumor, radiation oncology, regional oncology	No surgery departments.
Emergency Services	N/A	N/A
Cole Eye	Ophthalmology	N/A
Head & Neck	Otolaryngology, dentistry, facial plastic and reconstructive surgery, head and neck surgery and oncology, audiology, speech and language pathology	Adults and children.
Imaging/Radiology	Diagnostic radiology, nuclear medicine, regional radiology	N/A
Medicine	Community internal medicine, family medicine, hospital medicine, infectious disease, internal medicine	N/A
Nursing	N/A	N/A
Ob/Gyn & Women's Health	Obstetrics and gynecology, breast, regional obstetrics and gynecology	N/A
Pathology & Laboratory Medicine	Anatomic, clinical, molecular, regional pathology	N/A
Children's Hospital and Pediatric	N/A	Several surgical specialties are not in the Pediatric Institute.
Respiratory	Pulmonary, allergy and critical care medicine	N/A
Wellness	Integrative medicine, employee health, preventive medicine	N/A

* The table reflects the Cleveland Clinic structure in 2010 and 2011, when the author conducted interviews with physicians and administrators.

Supplemental Digital Table 3

Primarily Administrative Cleveland Clinic Institutes*

Institute	Department(s)	Notes
Lorain Institute	N/A	Affiliated health care facilities in Lorain County, Ohio
Education	15 departments and centers, including medicine, surgery, Lerner College of Medicine, library, continuing & graduate education, Cleveland Clinic Academy, publications	Supervision of residency and fellowship training and recruiting in the departments of medicine and surgery are based in the Education Institute
Lerner Research	N/A	Basic science departments in Lerner College of Medicine
Quality & Patient Safety	N/A	N/A
Regional Operations	N/A	Management of owned and affiliated community hospitals

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