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### ACCEPTED MANUSCRIPT

# Should interventions to reduce variation in care quality target doctors or hospitals?

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### Highlights

- Performance management initiatives are increasingly targeting individual doctors as well as hospitals [12 words]
- Less than 25% of variation in clinical outcomes is attributable to providers [12 words]
- More variation in clinical outcomes is associated with doctors than with hospitals [12 words]
- Performance estimates for individual doctors are unreliable due to small samples [11 words]

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