

**Title:** Can Your Report Card Do This? Using Provider Profiles to Monitor Outcomes and Improve Performance.

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**Abstract**

Physician profiling is a widely used and widely debated technique for assessing quality in health care systems. This report reviews the purpose of provider report cards, acknowledges common criticisms of the included measures and their application, and identifies commonly excluded elements--outcomes--that are important to the evaluation of health care processes, personnel, and systems. The outcomes-focused practice management report of a large occupational medicine network is described along with an example of how it has been utilized to implement and evaluate interventions aimed at reducing provider practice variations in the treatment of lower back pain. The results provide an example of how to develop and implement outcomes reporting that can meet the needs of multiple stakeholders.