

HARRIS M. ALLEN, JR., Ph.D.

Harris Allen Group, LLC
116 Lake Shore Road #1
Brighton, MA 02135

(617) 730-5523 (voice & fax)
harris@harrisallengroup.com

PROFESSIONAL EXPERIENCE**HARRIS ALLEN GROUP, LLC (1997-present)**Principal

Founded and now manage this firm, which focuses on the measurement and management of health and productivity. Clients include employers and employer coalitions, health and disease management companies, and pharmaceutical firms. Company website: harrisallengroup.com.

- *With International Truck & Engine Corporation, United Auto Workers, and National Institute of Occupational Safety and Health and the Conference Board: Led a program examining the impact of overtime on employee health and productivity. This work has led to multiple publications (e.g., **Harvard Business Review** and the **Journal of Occupational & Environmental Medicine**) and presentations.*
- *With the Academy for Health and Productivity Management and Institute for Health & Productivity Management): Have delivered numerous presentations as measurement expert to national and international audiences for AHPM and/or IHPM. The settings have ranged from conferences held in the U.S., Australia, and Europe to training sessions for Boeing, Cisco Systems and Johnson & Johnson.*
- *With InfoTech, Inc (Manitoba, Canada): Led a project comparing the contributions that health and non-health factors make to productivity outcomes in the context of a broad-based international sample. This work has led to several publications and presentations .*
- *With the President/ Founder of the Institute for Health and Productivity Management: Published an article on strategic investment in employee health selected by **Harvard Business Review** as one of its 20 Breakthrough Ideas for 2006. A longer version of this article appeared in **Health and Productivity Management** as its first “white paper.”*
- *With Optum Health Management: Recently reviewed and provided recommendations for this company’s capabilities for measuring, analyzing and reporting on the value of its services to clients.*
- *With Abbott Labs. Completed an analysis of a lifestyle intervention program conducted on employees from four employers in three U.S. cities. Now conducting a survey in Shanghai, China on the impact of diabetes on employee health and productivity.*
- *With Pitney-Bowes and Institute for Health and Productivity Management. Recently completed and published a study of the impact of chronic pain on employee health and productivity. This work has been the subject of several pieces in the press.*
- *With Utah Transit Authority and Institute for Health and Productivity Management. Now directing a study of the impact of metabolic syndrome on employee/enrollee productivity, absenteeism and safety.*
- *With International Truck & Engine Corporation: Led a study to measure and manage the impact of allergies on employee productivity, absenteeism and safety at this heavy manufacturer. This project produced multiple articles and press releases in peer-reviewed and non-peer reviewed publications.*
- *With BlueCross BlueShield Association (BCBSA): Wrote a white paper on development for a National Clearinghouse Database on Best Practices for member plans; surveyed medical directors of member plans across the country on input regarding this Clearinghouse. Participated as panel judge in the selection of awards for National Awards Program for Innovations and Best Practices program.;*
- *With Tampa Employers Health Coalition (EHC): In 1998 and 1999, conducted the two administrations of a large 2-wave (n=23,000) survey to rank the productivity loss of 17 medical conditions and to identify problem areas in the health and health care of employees with these conditions.*
- *With BlueCross BlueShield of Minnesota: Completed longitudinal statewide survey to assess and develop corporate metrics of, the performance of the plan and 60+ primary care clinic. Conducted pre-post, enrollee-based survey to assist plan in responding to a press series on managed care.*

HARRIS M. ALLEN, JR., Ph.D.

Page (2) PROFESSIONAL EXPERIENCE (continued)

YALE UNIVERSITY 1995-Present

Lecturer. Appointment Department of Epidemiology and Public Health in the School of Medicine
Research Collaboration. Participated in several publications addressing issues related to health status, satisfaction and managed care using Employee Health Care Value Survey data (see below).

JEFFERSON MEDICAL COLLEGE 2006-Present

Senior Scholar. Department of Health Policy.

COOPERS & LYBRAND L.L.P. (C&L) 1995-1997

Director, Health Care Survey Group, Human Resource Advisory.

Established and directed this group in all phases of its operations, including proposal development, marketing, project management, and deliverables. Made numerous presentations to professional conferences and to existing and potential clients. Annual gross revenues approximated \$500,000.

- *With Digital Equipment, GTE and Xerox Corporations: Developed and completed the Consumer Health Plan Value Survey, a national employee survey conducted in 1995 that followed a similar survey in 1993. This project monitored the performance of 23 major health plans in both years. Results were used to evaluate corporate health care strategy, to assess plan performance and manage quality improvement initiatives, and to help calibrate employee premium contributions. This project served as a referent point for NCQA in the development of HEDIS Consumer Survey.*
- *With BlueCross BlueShield of Minnesota: Implemented a survey program to address multiple objectives. This program included: (1) a plan-sponsored survey of five clinics for more in-depth quality monitoring; (2) a clinic-administered survey of users to assess routine office visits; and (3) a survey conducted for the plan and seven hospitals to assess patient outcomes associated with the coronary stent.*
- *With Massachusetts Group Insurance Commission: Collaborated with a multi-disciplinary team of actuaries and clinicians to review health benefits of state employees and retirees. Conducted focus groups and state survey to test reactions to benefit design recommendations.*
- *With Innovative Health Solutions (a pharmaceutical R&D firm): Joined with clinicians to develop and validate a telephone interview process to assess health risks of pregnant women participating in a prenatal care program.*

NEW ENGLAND MEDICAL CENTER (NEMC) 1990-1995

Scientist, Special and Scientific Staff, Health Institute (HI).

Served as project manager or principal investigator on multiple projects. Represented HI in numerous public and marketing capacities, including frequent presentations to a wide variety of professional and private sector audiences. Responsible for four full-time employees and several part-time consultants.

- *With John A. Hartford Foundation, Health Policy Corporation of Iowa (HPCI) and three Iowa health plans: Developed and directed a community survey of health and health care. Results were used by HPCI to test the population assessment module for Hartford's Community Health Management Information System*
- *Served as a member of the International Resource Center, a technical support group that provided assistance to private and public sector health care survey users in a number of areas, including: survey program design, data analysis and interpretation.*
- *With National Committee on Quality Assurance: Provided significant input into development of the content and design of the Annual Member Health Care Survey (the 1995 version of the HEDIS consumer survey, now known as the CAHPS 2.0H Survey).*

HARRIS M. ALLEN, JR., Ph.D.

Page (3) PROFESSIONAL EXPERIENCE (continued)

- *Advised the Agency for Health Care Policy Research and the Group Health Association of America (now the American Association of Health Plans) regarding consumer surveys of health plans.*
- *Represented hospital in numerous presentations to lay and professional audiences and organizations.*

AETNA LIFE & CASUALTY 1987-1990

Manager, Health Care Management, Employee Benefits Division.

Designed and implemented evaluations of Aetna's managed care products on a program-wide and policyholder-specific basis. Full technical and administrative responsibility for eight employees.

- *Developed and implemented quasi-experimental studies of the impact of a number of distinct utilization review and managed care programs on costs and utilization.*
- *Aided monitoring and improvement of program performance via periodic presentation of results to senior management, field and operations personnel.*
- *Contributed to product and line profitability by providing evaluation expertise to teams marketing programs to existing and potential policyholders.*
- *Represented company in presentations to numerous professional organizations.*
- *Liaison to the Data Policy Management Committee of the Health Insurance Association of America.*

RAND CORPORATION 1982-1987

Associate Scientist/Consultant, Behavioral Sciences Department.

Analyst for Health Insurance Experiment and the Medical Outcomes Study. Project Coordinator and analyst for the DRG Quality of Care Study.

- *Developed models and/or instruments measuring health status, patient satisfaction, insurance coverage, and health care use. Conducted data analyses on related resource use issues.*
- *Recruited over 300 hospitals from five states. Served as liaison between RAND and Peer Review Organizations. Helped develop expert consensus panels to quality of care for chronic disease.*

UNIVERSITY OF CALIFORNIA, LOS ANGELES 1977-1985

- *(1984-1985) Postdoctoral Fellow/Assistant Adjunct Professor, Sociology Dept. Evaluated the organizational effectiveness and functioning of two community mental health centers and a regional child guidance clinic.*
- *(1977-1981) Research and Teaching Assistant, Psychology Dept. Assisted research on numerous topics, including health attitudes and behaviors, satisfaction, political attitudes, and voting. Assisted in teaching psychology and survey methods courses.*

EDUCATION

Ph.D., University of California, Los Angeles, Social Psychology, 1982.

M.A., University of California, Los Angeles, Social Psychology, 1997.

B.A., Duke University, Psychology, Magna cum Laude. 1975.

Semester Abroad, London School of Economics and Political Science, 1974.

PUBLICATIONS

Health & Productivity

- Allen H (2008) "Using Routinely Collected Data to Augment the Management of Health and Productivity Loss" *Journal for Occupational and Environmental Medicine*. 50(6): 615-632
- Allen H & Sullivan S. (2006). "Seeing the 'Health' in Health Care Costs" (one of 20 breakthrough ideas selected for 2006). *Harvard Business Review*. February issue: 48-49.
- Allen H & Sullivan S. (2006). "Healthy Human Capital: An Essential – and Appreciable -- Asset Captures the Eye of the C-Suite. *Health & Productivity Management*, 5(2): 31-38.
- Allen H, Hubbard D & Sullivan S. (2005) "The Burden of Pain on Employee Health and Productivity at a Major Provider of Business Services." *Journal for Occupational and Environmental Medicine*. 47: 658-670.
- Allen H, Hubbard D & Sullivan S. (2005) "The High Impact of Pain on Employee Health and Productivity: A Case Study." *Health & Productivity Management*, 4(3): 19-21.
- Allen H & Bunn W (2003) "Validating Self-Reported Measures of Productivity at Work: A Case for Their Credibility in a Heavy Manufacturing Setting." *Journal for Occupational and Environmental Medicine*. 45: 926-940.
- Bunn W, Pikelny D, Paralkar S, et al. (2003). "The Burden of Allergies - and the Capacity of Medications to Reduce this Burden - in a Heavy Manufacturing Environment." *Journal for Occupational and Environmental Medicine*. 45: 941-955.
- Allen H, Borden S, Pikelny D, et al. (2003) An Intervention to Promote Appropriate Management of Allergies In a Heavy Manufacturing Setting: An Evaluation of Health and Productivity Outcomes. *Journal for Occupational and Environmental Medicine*. 45: 956-983.
- Allen H & Bunn W. (2003) "Using Self-Report and Adverse Event Measures to Track Health's Impact on Productivity in Known Groups. *Journal for Occupational and Environmental Medicine*." 45: 973-983.
- Bunn W, Borden S & Allen H. (2003) "Measuring and Reducing the Burden of Allergies." *Health & Productivity Management*, 2(3): 24-26.
- Allen H (2004) "Gaining Greater Confidence in Productivity Self-Reports." *Health & Productivity Management*, 3(2): 9-12.
- Allen H, Bunn W and Borden S. (2004). "The ITEC Allergy Project: Lessons Learned." *Health & Productivity Management*, 3(3): 21-22.

Workhours and Employee Outcomes

- Allen H, Woock C, Barrington L and Bunn W (2008) "Age, Overtime and Employee Health, Safety and Productivity Outcomes: A Case Study" *Journal for Occupational and Environmental Medicine*. 50(8): 873-894.
- Allen H & Woock C (2008). "Can They Take it? What Happens When Older Employees Work Overtime?" Executive Action Reports: The Conference Board. October issue.
- Allen H and Bunn W (2007). "How Risky is Overtime, Really?" *Harvard Business Review*. May issue: 26.
- Allen H, Slavin T and Bunn W (2007). "Do Long Workhours Impact Health, Safety and Productivity at a Heavy Manufacturer?" *Journal for Occupational and Environmental Medicine*. 49: 148-171.

Allen H, Slavin T and Bunn W (2007). "Does Overtime Put Employees At Risk? The Evidence from a U.S. Heavy Manufacturer." *Journal for Health and Productivity*. 2(1): 20-25.

Allen H, Sivin D, Scharf T, Slavin T. & Caruso C. (2006) "Long Workhours and Employee Health and Productivity." "Symposium given at the 2006 Work, Stress and Health International Conference, Miami FL (Contact Harris Allen Group for Symposium panel proposal and abstracts).

Quality of Care/Satisfaction/Outcomes

Allen, H.M., Jr. (1998) "Anticipating Market Demand: Tracking Enrollee Satisfaction and Health over Time". *International Journal for Quality in Health Care*, 10 (6), 521-530.

Allen, H.M., Jr. (1998) "Reading the Tea Leaves: Anticipating Market Demand for Patient/Consumer Surveys in Health Care." Introduction to *1998-99 Guide to Patient Satisfaction Survey Instruments*, Washington, DC: Atlantic Information Systems.

Allen, H.M. Jr. & Foldes, S. (1998) "Physicians Ratings of Health Plans: Letter to Editor." *Journal of American Medical Association*, 279 (3): 193-194.

Druss, B.O., Schlesinger, M., Thomas, T., & Allen, H.M., Jr. (1999) "Depressive Symptoms and Plan Switching under Managed Competition," *American Journal of Psychiatry*, 156 (5): 697-701."

Druss, B.O., Schlesinger, M., Thomas, T., & Allen, H.M., Jr., (2000) "Chronic Illness and Plan Satisfaction under Managed Care." *Health Affairs*, 19 (1): 203-209.

Druss, B.O., Allen, H.M., Jr., & Bruce, M.L. (1998) "Physical Health, Depressive Symptoms, and Managed Care Enrollment." *American Journal of Psychiatry*, 155 (7): 878-882.

Allen, H.M., Jr., & Rogers, W.H. (1998) "Debating Survey Approaches: The Authors Respond" (A Letter to Editor in response to letter by P. Cleary et al., critiquing the paper, "The Consumer Health Plan Value Survey: Round Two"). *Health Affairs*, 17(1): 265-268.

Allen, H.M., Jr. & Rogers, W.H. (1997) "The Consumer Health Plan Value Survey: Round Two." *Health Affairs*, 16(4): 156-166.

Allen, H.M., Jr. (1997) "Using Outcomes Measures to Assess Health Plan Effectiveness." In *International Federation of Health Funds: The 16th International Conference Official Proceedings*. Reading, England: International Federation of Health Funds, 107-127.

Allen, H.M., Jr. (1997) "What Health Care Surveys Accomplish." *Knowledge Link*. Hartford, CT: Coopers & Lybrand.

Allen, H.M., Jr. & Rogers, W.H. (1996) "Consumer Surveys of Health Plan Performance: A Comparison of Content, Approach, and A Look to the Future." *Joint Commission Journal for Quality Improvement*, 22(12), 775-794.

Allen, H.M., Jr. (1996) "The Employee Health Care Value Survey." In J. McGee et al. (Eds.) *Collecting Information from Patients: A Resource Manual of Tested Questionnaires and Practical Advice*, Frederick, Maryland: Aspen.

Allen, H.M., Jr. (1996) "The Employee Health Care Value Survey." In B. Rosenthal (Ed) *1996 Medical Quality Management Sourcebook*. New York City: Faulkner & Gray.

Allen, H.M., Jr., (1995) "A Core Set of Survey Items on Health Plan Consumer Satisfaction: A Recommendation to the National Committee for Quality Assurance." In *Annual Member Health Care Survey Manual: Version 1.0* Washington, DC: National Committee for Quality Assurance.

HARRIS M. ALLEN, JR., Ph.D.
Page (6) PUBLICATIONS (continued)

- Allen, H.M., Jr. (1995) "Toward the Intelligent Use of Health Care Consumer Surveys." *Managed Care Quarterly*, 3(4): 10-21.
- Shepard, D., & Allen, H.M., Jr. (1995) "New Tools for New Times: Consumer Health Plan Value Survey." Washington, D.C.: Coopers & Lybrand Health Care Practice.
- Allen, H.M., Jr., Darling, H., McNeill, D., & Bastien, F. (1994) "The Employee Health Care Value Survey: Round One." *Health Affairs*, 13(4), 25-41.
- Allen, H.M., Jr. (1994) *Consumer Assessment of Health and Health care: The Central Iowa Project*. Boston, MA: New England Medical Center.
- Allen, H.M., Jr. (1994) "The Central Iowa Project." *Journal of Ambulatory Care Management*, 17(4), 29-56.
- Revicki, D.A., Allen, H.M., Jr., Bungay, K., Williams, G.H., Weinstein, M.C. (1994) "Responsiveness and Calibration of the General Well-being Adjustment Scale in Patients with Hypertension." *Journal of Clinical Epidemiology*, 47(12), 1333-1342.
- Draper, D., Kahn, K., Reinisch E., Sherwood, M., Carney, M., Kosekoff, J., Keeler, E., Rogers, W., Savitt, H., Allen, H., et al. (1990) "Studying the Effects of the DRG-based System on Quality of Care: Design, Sampling, and Fieldwork." *Journal of the American Medical Association*, 264(15), 1956-1961.
- Sherbourne, C.D., Allen, H. M., Camberg, C.J. and Wells, K.B. "Physical/Psychophysiologic Symptoms Measure." In A.L. Stewart and John E. Ware, Jr., Eds. *Measuring Functioning and Well-being: The Medical Outcomes Study Approach* (1992), Duke University Press: Durham and London, 260-276.

Cost Containment

- Allen, H. M., Jr., (1984) "Consumers and Choice: Cost Containment Strategies for Health Care Provision." *Health Psychology*, 3(5), 411-430.
- Allen, H. M., Jr., (1984) "Consumers and Choice: The Forgotten Element in Health Care Cost Containment Policy." In E. C. Hirschman and M. B. Holbrook (Eds.) *Advances in Consumer Research*, 12, N.Y.: NYU.
- Allen, H. M., Jr., (1985) "Marketing Delivery Strategies: A Solution to the Health Care Cost Inflation Crisis?" In S. Smith and V. Vankatesan (Eds.) *Advances in Health Care Research*, Provo, UT: Institute of Business Management, Brigham Young University.
- Allen, H. M., Jr., (1983) "Alternative Strategies for Cost Containment in Medical Care: Lay Public Responses under Conditions of Uncertainty." Doctoral dissertation, *Dissertation Abstracts International*, 43 (10).

Health Attitudes and Behaviors

- Allen, H. M., Jr. & Taylor, S. E. (1984) "Alternative Theories of Health Policy Attitudes and Preventive Health Behaviors: Self-Interest, Sociotropy, and Socialization." *Basic and Applied Social Psychology*, 5 (1), 19-35.

Dental Resource Use /

- Davies, A., Allen, H. M. Jr., Manning, W., Bailit, H., & Ware, J.E, Jr. (1987) *Explaining Dental Utilization Behavior*. Prepared for the National Center of Health Services Research. The Rand Corporation. R-3528-NCHSR.
- Davies, A., Allen, H. M., Manning, W. G., Bailit, H. L., & Ware, J. E. (1986) *Explaining Dental Utilization Behavior: Preliminary findings*." Santa Monica, CA: The RAND Corporation. WDL-3041

Community Mental Health

- Freeman, H. E., Kiecolt, K. J., & Allen, H. M., Jr. (1982) "Community Health Centers: An Initiative of Enduring Utility." *Milbank Memorial Fund Quarterly*, 60(2), 245-67.
- Freeman, H. E., Kiecolt, K. J., & Allen H. M., Jr. (1982) "Community Health Centers: An Initiative of Enduring Utility." *Policy Affairs Report*. Berkeley, CA: Institute of Governmental Studies, 23(4), 1-7.
- Grusky, O., Tierney, K. J., Holstein, J., Anspach, R., Davis, D., Unruh, D., Webster, S., Vandewater, S., & Allen, H. M., Jr. (1985). "Models of local mental health delivery systems." In W.R. Scott (Ed.) *The Organization of Mental Health Services: Society and Community Systems*. Beverly Hills: Sage Publications.
- Kierney, K. J., Holstein, J., Anspach, R., Davis, D., Unruh, D., Webster, S., Vandewater, S. & Allen, H. M., (1985) "Models of Local Mental Health Delivery Systems." *American Behavioral Scientist*, 28(5), 685-703

Satisfaction/Political Attitudes

- Allen, H. M., Jr., Bentler, P. M., & Gutek, B. A. (1985) "Probing Theories of Individual Well-being: A Comparison of Quality of Life Models Assessing Neighborhood Satisfaction." *Basic and Applied Social Psychology*, 6(3), 181-203.
- Allen, H. M., Jr. & Sears, D. O. (1979) "Against Them or For Me: Community Impact Evaluations." In L. E. Datta, (Ed) *Assessing Outcomes*, L. A., CA: Sage, 171-175.
- Gutek, B.A., Allen, H.M., Tyler, T.T., Lau, R.R., & Majchrzak, A. (1983). "The Importance of Internal Referents as Determinants of Satisfaction." *Basic and Applied Social Psychology*, 6(3), 181-203.
- Sears, D. O. & Allen, H. M., Jr. (1982) "The Trajectory of Local Desegregation Controversies and Whites' Opposition to Busing." In N. Miller & M. B. Brewer (Eds.) *Groups in Contact: The Psychology of Desegregation*. New York, NY: Academic Press, 123-154.
- Sears, D.O., Lau, R.R., Tyler, T.R., & Allen, H.M., Jr. (1980) "Self Interest versus Symbolic Racism in Policy Attitudes and Presidential Voting." *American Political Science Review*, 74, 670-684.