

**HARRIS M. ALLEN, JR., PhD**

606 Calibre Woods Dr. NE

Atlanta, GA 30329

[www.harrisallengroup.com](http://www.harrisallengroup.com)

[harris@harrisallengroup.com](mailto:harris@harrisallengroup.com)

<https://www.linkedin.com/in/harris-allen-phd-6095001>

[https://www.researchgate.net/profile/Harris\\_Allen](https://www.researchgate.net/profile/Harris_Allen)

(617) 935-9652

**PROFESSIONAL VISION**

*Advance the Science and Management of  
Value-driven Population Health in Health and Health Care*

**RESULTS**

- Published the first peer-reviewed paper on value-driven population health (VDPH); now leading its development in community and stakeholder group settings
- Award-winning work on employer use of care guidelines to manage costs, quality & outcomes
- Led 15 years of studies helping major employer to achieve standout success in workplace wellness
- Among the first to publish peer-reviewed results empirically linking health and productivity/performance strategy with improved value & sustainability over time
- Have conducted major initiatives on wide range of issues for clients in each of four stakeholder groups: purchasers, plans, providers & suppliers
- 80+ publications; 70+ presentations (since 2005); 1280+ citations & 2670+ reads on ResearchGate

**HONORS / RELATED ACTIVITIES**

Co-Winner, 2015 Adolph G. Kammer Merit in Authorship Award, **American College of Occupational & Environmental Medicine**

Nominee, 2015 Mark Dundon Research Award, **Health Enhancement Research Organization**

Member, Editorial Board, *Journal of Occupational & Environmental Medicine*, *Journal of Health & Productivity*

Reviewer, *Journal of Occupational & Environmental Medicine*, *Medical Care*, *Health Affairs*

Invited contributor/speaker, viewpoints and keynotes, national/international journals & conferences

## INDUSTRY EXPERIENCE

### Harris Allen Group, LLC (1998-Present)

#### Principal

Founded and now manage this firm, which focuses on the measurement and management of health, productivity and related issues of value and sustainability. Clients include purchasers (employers and employer coalitions), health plans, providers and suppliers (wellness/disease management companies, and pharmaceutical firms). Company website: [harrisallengroup.com](http://harrisallengroup.com).

- *With Pfizer, Inc., Centocor OrthoBiotech/Janssen Scientific Affairs, Novartis Pharmaceuticals Corp., The Conference Board and Navistar, Inc.: Directed a series of studies on a wide variety of topics (e.g., burden and treatment of diseases; evidence-based benefit design; the impact of overtime; trends in total costs/use) that enabled leading employer to achieve stand-out success in health & productivity.*
- *With InfoTech, Inc (Manitoba, Canada): Led several projects examining data captured on large international samples of employees using the Wellness Checkpoint, the firm's health risk appraisal. The topics have focused on a variety health and productivity issues, including the measurement and management of workplace depression. This work has led to several publications and presentations.*
- *With International Truck & Engine Corporation, United Auto Workers, and National Institute of Occupational Safety and Health and The Conference Board: Led program examining overtime impact on employee health and productivity. This work resulted in multiple publications (e.g., **Harvard Business Review** and the **Journal of Occupational & Environmental Medicine**) and presentations.*
- *With the Academy for Health & Productivity Management and Institute for Health & Productivity Management): 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 the President of the Institute for Health & Productivity Management.: Published an article on strategic investment in health that **Harvard Business Review** selected as a Breakthrough Idea for 2006.*
- *With Optum Health Management: 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. Evaluated a lifestyle intervention program conducted on employees from four U.S. employers. Conducted a survey in China on the impact of diabetes on employee health and productivity.*
- *With Pitney-Bowes: Completed and published a study of the impact of chronic pain on employee health and productivity. This work subsequently became the subject of several pieces in the press.*
- *With Utah Transit Authority and Institute for Health & Productivity Management. Directed 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 a large 2-wave (n=23,000) survey of employees at 9 Tampa companies to rank the productivity loss of 17 medical conditions and to identify problem areas in the health care of employees with these conditions.*
- *With Highmark Blue Cross Blue Shield: Developed for senior management a multi-faceted and comprehensive approach to the development and implementation of a purchaser-focused approach to the measurement and management of productivity at work.*
- *With BlueCross BlueShield of Maine: In 1998 and 1999, critiqued the plan's patient/consumer survey strategy. Assisted management in re-shaping of g its quality improvement strategies/programs.*

- With GTE Corporation: In 1999, conducted fifth survey (in 7 years) of a longitudinal survey evaluation of employee satisfaction and health outcomes in relation to GTE's Family Health Center in Tampa. This work helped to improve quality of care at the FHC and its interface with company health plans.
- With The Permanente Company: Advised management on development of patient-based survey instrument and design to evaluate the performance of a primary health care clinic.
- With BlueCross BlueShield of Rochester: Integrated several enhancements into the plan's 1999 administration of the NCQA CAHPS 2.0H Survey. These enhancements used well-tested methods to increase the plan's capacity to apply survey results to key performance issues in the marketplace.

### **Coopers & Lybrand L.L.P. (C&L) 1995-1998**

Director, Health Care Survey Group, Human Resource Advisory.

Established & directed this unit in all phases of its operations, including development, marketing, project management, and deliverables. Annual gross revenues approximated \$500,000.

- With Digital Equipment, GTE and Xerox Corporations: Led 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 to evaluate corporate health care strategy, to assess plan performance and manage quality improvement initiatives, and to help calibrate premium contributions. This project served as a key referent point for NCQA's 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 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: Directed the consumer assessment component of a multi-disciplinary team of actuaries and clinicians that reviewed health benefits of state employees and retirees. Conducted focus groups and state survey to test reactions to benefit design recommendations.
- With Innovative Health Solutions: 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 health and health care projects. Represented HI in numerous public and marketing capacities to 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 served 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).
- 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.*
- *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.*

**ACADEMIC EXPERIENCE**

**Brown University**

Adjunct Senior Lecturer of Healthcare Leadership, 2015-2017

Guest Lecturer: Executive Masters of Leadership Program & School of Public Health, 2012-present

**Tufts University**

Guest Lecturer, Economics Department, 2012-present

**Jefferson School of Population Health, 2008-2011**

Senior Fellow

**Jefferson Medical College, 2006-2008**

Senior Scholar. Department of Health Policy

**Yale University 1995-2009**

Lecturer. Department of Epidemiology and Public Health, School of Medicine.

Researcher. Subcontract under “Exit, Voice and Frailty: Consumer Behavior Under Managed Competition” (Robert Wood Johnson Foundation award #: 038153)

**University Of California, Los Angeles 1977-1985**

Postdoctoral Fellow/Assistant Adjunct Professor (Sociology Department)

Research and Teaching Assistant, (Psychology Department)

**EDUCATION**

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

M.A. **University of California, Los Angeles**. Social Psychology, 1977

B.A. **Duke University**. Psychology, Magna Cum Laude. 1975

Study Abroad, **London School of Economics & Political Science**, 1974

## SELECTED PUBLICATIONS

### Value-driven Population Health

Allen H, Burton WN, Fabius R. Value-driven population health: an emerging focus for improving stakeholder role performance. *Popul Health Manag.* Dec 2017, 20(6): 465-474.

### Workplace Wellness and Culture of Health

Allen H. Workplace wellness and diabetes: an approach coming of age. *Manag Care* (invited). May 2016. <http://www.managedcaremag.com/archives/2016/5/do-diabetes-wellness-programs-work>.

Allen H. [Review of *Shared Values—Shared Results: Positive Organizational Health as a Win-Win Philosophy* by D.W. Edington & J. S. Pitt. ISBN: 978-0-692-56153-9]. *J Occup Environ Med.* 2016; 58(8):e308-309.

Allen H. A reset for workplace wellness? *The Health Care Blog.* Feb. 21, 2016. <http://thehealthcareblog.com/blog/2016/02/21/a-reset-for-workplace-wellness/>

Allen H. A little context in the workplace wellness debate. *The Health Care Blog.* Dec. 19, 2015. <http://thehealthcareblog.com/blog/2015/12/19/a-little-context-in-the-workplace-wellness-debate/>.

Allen H, Fabius R. Beyond Wellness ROI part II: the case study of a major self-funded employer. *Health Aff (Millwood)* (invited). Jan. 30. 2015. <http://healthaffairs.org/blog/2015/01/30/beyond-wellness-roi-part-ii-the-case-study-of-a-major-self-funded-employer/>.

Allen H, Fabius R. Moving beyond wellness ROI toward employment-based cultures of health: part I. *Health Aff (Millwood)* (invited). Jan. 26, 2015. <http://healthaffairs.org/blog/2015/01/26/moving-beyond-wellness-roi-toward-employment-based-cultures-of-health-part-i>.

Allen H. Success overlooked -- Navistar, 1999-2009: the huge impact an employer's approach to wellness can have on healthcare costs and sustained value. *J Occup Environ Med.* 2015; 57(1):e3-e7.

### Sustainable Value & Healthcare Reform

Allen H, Burton W. On value, sustainability and the rollout of health care reform: a call to the implementers. *Pop Health Manag.* 2013;16:288-90.

Allen H, Nobel J, Burton W. Making healthcare reform work: where physician and employer interests converge. *JAMA.* 2012;308(23):2465-2466.

Allen H. Second thoughts: missed opportunity. *Milken Inst Rev.* 2012;14(4):90-94.

Allen H, Mendonsa R, O'Brien P, Brandt-Rauf P. Sustainable health care reform: toward a national strategy built on recent employer 'health and productivity' successes. *Journal of Health & Productivity.* 2011;5(2): 2-12.

## Health & Productivity

Allen H, Wright M, Craig T, Mardekian J, Cheung R, Sanchez R, Bunn W & Rogers W. Tracking low back problems in a major self-insured workforce: toward improvement in the patient's journey. *J Occup Environ Med.* 2014; 56: 604-620.

Bunn W, Allen H, Stave G, Naim A. Erratum: The huge impact that employers can have on their health care costs: Navistar's track record from 1999 to 2009. *J Occup Environ Med.* 2014; 56(11):e142.

Allen H, Rogers W, Bunn W, Pikelny D, Naim A. Reducing total health burden from 2001 to 2009: a major self-insured employer's counter-trend success story and implications for health care reform. *J Occup Environ Med.* 2012;54:904-916.

Allen H, Bunn W, Naim A. The self-reported health and productivity burden of auto immune inflammatory disorders at a major self-insured employer. *J Occup Environ Med.* 2012;54:1049-1063.

Allen H, Rogers W, Bunn W. Managing the burden of copd on workforce health and productivity: upping a leading employer's game. *J Occup Environ Med.* 2012;54:1064-1077.

Colombi A, Zyworon Z, Allen H. Measuring workplace depression to manage it. *Journal of Health & Productivity.* 2012;6:5-12.

McLellan R, Sherman B, Loeppke R, McKenzie J, Mueller K, Yarborough C, Grundy P, Allen H, Larson P. optimizing health care delivery by integrating workplaces, homes and communities: how occupational and environmental medicine can serve as a vital connecting link between accountable care organizations and the patient-centered medical home. *J Occup Environ Med.* 2012;54(4):504-512.

Allen H., Hyworon Z, Colombi A. Using self-reports of symptom severity to measure and manage workplace depression. *J Occup Environ Med.* 2010;52(4): 363-374.

Bunn W, Stave G, Allen H, Naim A. Evidence-based benefit design: toward a sustainable healthcare future for employers. *J Occup Environ Med.* 2010;52(10):951-955.

Bunn W, Allen H, Stave G, Naim A. How to align evidence-based benefit design with the employer bottom-line: a case study. *J Occup Environ Med.* 2010;52(10):956-963.

Naim A, Bunn W, Allen H. Characterizing lost productivity and direct and indirect costs of rheumatoid arthritis: a large, self-insured employer's perspective. *Value Health.* 2010;13:125-132.

Allen H. Using routinely collected data to augment the management of health and productivity loss. *J Occup Environ Med.* 2008;50(6):615-632.

Allen H, Sullivan S. Seeing the 'Health' in health care costs (one of 20 breakthrough ideas selected for 2006). *Harvard Bus Rev.* 2006; February issue:48-49.

- Allen H, Sullivan S. Healthy human capital: an essential – and appreciable -- asset captures the eye of the c-suite. *Health & Productivity Management*. 2006;5(2):31-38.
- Allen H, Hubbard D, Sullivan S. The burden of pain on employee health and productivity at a major provider of business services. *J Occup Environ Med*. 2005;47: 658-670.
- Allen H, Hubbard D, Sullivan S. The high impact of pain on employee health and productivity: a case study. *Health & Productivity Management*. 2005;4(3): 19-21.
- Allen H. Gaining greater confidence in productivity self-reports. *Health & Productivity Management*. 2004;3(2):9-12.
- Allen H, Bunn W & Borden S. The ITEC allergy project: lessons learned. *Health & Productivity Management*. 2004;3(3):21-22.
- Allen H, Bunn W. Validating self-reported measures of productivity at work: a case for their credibility in a heavy manufacturing setting. *J Occup Environ Med*. 2003;45:926-940.
- Bunn W, Pikelny D, Paralkar S, et al. The burden of allergies - and the capacity of medications to reduce this burden - in a heavy manufacturing environment. *J Occup Environ Med* 2003;45:941-955.
- Allen H, Borden S, Pikelny D, et al. An intervention to promote appropriate management of allergies in a heavy manufacturing setting: an evaluation of health and productivity outcomes. *J Occup Environ Med*. 2003;45:956-983.
- Allen H, Bunn W. Using self-report and adverse event measures to track health's impact on productivity in known groups. *J Occup Environ Med*. 2003;45:973-983.
- Bunn W, Borden S, Allen H. Measuring and reducing the burden of allergies. *Health & Productivity Management*. 2003;2(3):24-26.

### **Disease Management**

- Nobel J, Kazis L, Cabral H, Soley-Bori M, Allen H, Rosenzweig J. Advances in patient activation in diabetes type ii: a creative arts expression pilot study. *American Association of Physician Leadership*. In press.

### **Divorce and Children's Outcomes**

- Allen H. Unpacking court divorce decrees, children's outcomes and three unconfounded determinants: an evidence-based look. *J Divorce Remarriage*. 2014;55(3):179-205.

### **Workhours and Employee Outcomes**

- Allen H, Woock C, Barrington L, Bunn W. Age, Overtime and employee health, safety and productivity outcomes: a case study. *J Occup Environ Med*. 2008;50(8):873-894.
- Allen H, Woock C. Can they take it? What happens when older employees work overtime? *Executive Action Reports: The Conference Board*. 2008; October issue.

Allen H, Bunn W. How risky is overtime, really? *Harvard Bus Rev.* 2007; May:26.

Allen H, Slavin T, Bunn W. Do long workhours impact health, safety and productivity at a heavy manufacturer? *J Occup Environ Med.* 2007;49:148-171.

Allen H, Slavin T, Bunn W. Does overtime put employees at risk? The evidence from a U.S. heavy manufacturer. *Journal of Health & Productivity.* 2007;2(1):20-25.

### Quality of Care/Satisfaction/Outcomes

Draper D, Rogers W, Kahn K, Keeler E, Reinisch E, Sherwood M, Carney M, Kosecoff J, Savitt H, Allen H, et al. *Effects of Medicare's Prospective Payment System on the Quality of Hospital Care.* Available at: [http://www.rand.org/pubs/research\\_briefs/RB4519-1.html](http://www.rand.org/pubs/research_briefs/RB4519-1.html). Published 2006. Accessed June 1, 2014.

Allen H. Anticipating market demand: tracking enrollee satisfaction and health over time. *Int J Qual Health Care.* 1998;10(6): 521-530.

Allen H. 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. 1998.

Allen H, Foldes, S. Physicians ratings of health plans: Letter to Editor. *JAMA.* 1998;279(3):193-194.

Druss B, Schlesinger M, Allen H. Depressive symptoms, satisfaction with health care and two-year outcomes in an employed population. *Am J Psychiat,* 2001;158(5):731-4.

Druss B, Schlesinger M, Thornhill T, Allen H. Chronic illness and plan satisfaction under managed care. *Health Aff (Millwood).* 2000;19(1):203-209.

Druss B, Schlesinger M, Thomas T, Allen H. Depressive symptoms and plan switching under managed competition. *Am J Psychiat.* 1999;156(5):697-701.

Druss B, Allen H, & Bruce M. Physical health, depressive symptoms, and managed care enrollment. *Am J Psychiat.* 1998;155 (7):878-882.

Allen H, Rogers W. 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 Aff (Millwood).* 1998;17(1): 265-268.

Allen H, Rogers W. The consumer health plan value survey: round two. *Health Aff (Millwood).* 1997;16(4):156-166.

Allen H. 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. 1997:107-127.



- Allen H. What health care surveys accomplish. *Knowledge Link*. Hartford, CT: Coopers & Lybrand. 1997.
- Allen H, Rogers W. Consumer surveys of health plan performance: a comparison of content, approach, and a look to the future. *Joint Comm J Qual Im*, 1996;22(12):775-794.
- Allen H. 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. 1996.
- Allen H. 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. 1995.
- Allen H. The Employee Health Care Value Survey. In B. Rosenthal (Ed) *1996 Medical Quality Management Sourcebook*. New York City: Faulkner & Gray. 1996.
- Allen H. Toward the intelligent use of health care consumer surveys. *Managed Care Quarterly*. 1995;3(4): 10-21.
- Shepard D, Allen H. *New Tools for New Times: Consumer Health Plan Value Survey*. Washington, D.C.: Coopers & Lybrand Health Care Practice. 1995.
- Allen H, Darling H, McNeill D, Bastien F. The employee health care value survey: round One." *Health Aff (Millwood)*, 1994;13(4), 25-41.
- Allen H. *Consumer Assessment of Health and Health care: The Central Iowa Project*. Boston, MA: New England Medical Center. 1994.
- Allen H. The central iowa project. *Journal of Ambulatory Care Management*. 1994;17(4),29-56.
- Revicki D, Allen H, Bungay K, Williams G, Weinstein M. Responsiveness and calibration of the general well-being adjustment scale in patients with hypertension. *J Clin Epidemiol*, 1994;47(12):1333-1342.
- Sherbourne C, Allen H, Camberg C, Wells K. Physical/psychophysiologic symptoms measure. In A.L. Stewart and John E. Ware, Jr., Eds. *Measuring Functioning and Well-being: The Medical Outcomes Study Approach*. Duke University Press: Durham and London. 1992:260-276.
- Kahn K, Draper D, Keeler E, Rogers W, Rubenstein L, Kosecoff J, Sherwood M, Reinisch E, Carney M, Kamberg C, Bentow S, Wells K, Allen H, et al. *The Effects of the DRG-Based Prospective Payment System on Quality of Care for Hospitalized Medicare Patients: Final Report*. Santa Monica: The RAND Corporation. Available at: <http://www.rand.org/pubs/reports/R3931.html>. Published 1992. Accessed June 1, 2014.
- Kahn K, Draper D, Keeler E, Rogers W, Rubenstein L, Kosecoff J, Sherwood M, Reinisch E, Carney M, Kamberg C, Bentow S, Wells K, Allen H, et al. *The Effects of the DRG-Based Prospective Payment System on Quality of Care for Hospitalized Medicare Patients: Executive Summary*. Santa Monica: The RAND Corporation. Available at: <http://www.rand.org/pubs/reports/R3930.html>. Published 1991. Accessed June 1, 2014.

Draper D, Kahn K, Keeler E, Reinisch E, Sherwood M, Carney M, Kosecoff J, Keeler E, Rogers W, Savitt H, Allen H, et al. Studying the effects of the drg-based prospective payment system on quality of care: design, sampling, and fieldwork. *JAMA*, 1990;264(15):1956-1961.

Davies A, Allen H, Manning W, et al. *A Summary of the Effects of DRG-Based Prospective Payment System on Quality of Care for Hospitalized Medicare Patients*. Santa Monica: The RAND Corporation. Available at: <http://www.rand.org/pubs/notes/N3132.html>. Published 1990. Accessed June 1, 2014.

## **Cost Containment**

Allen H. Consumers and choice: cost containment strategies for health care provision. *J Health Psychol*, 1984;3(5):411-430.

Allen H. 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, NY: NYU. 1984.

Allen H. 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. 1985.

Allen H. Alternative Strategies for Cost Containment in Medical Care: Lay Public Responses under Conditions of Uncertainty. Doctoral dissertation, *Dissertation Abstracts International*, 1983; 43(10).

## **Health Attitudes and Behaviors**

Allen H, Taylor S. Alternative theories of health policy attitudes and preventive health behaviors: self-interest, sociotropy, and socialization. *Basic Appl Soc Psych*. 1984;5(1):19-35.

Davies A, Allen H, Manning W, Bailit H, Ware J. *Explaining Dental Utilization Behavior*. Santa Monica, CA: The RAND Corporation. Available at: <http://www.rand.org/pubs/reports/R3528.html>. Published 1987. Accessed June 1, 2014.

## **Community Mental Health**

Freeman H, Kiecolt K, Allen H. Community health centers: an initiative of enduring utility. *Milbank Mem Fund Q*. 1982;60(2), 245-67.

Freeman H, Kiecolt K, Allen H. Community health centers: an initiative of enduring utility. *Policy Affairs Report*. Berkeley, CA: Institute of Governmental Studies, 1982;23(4), 1-7.

Grusky O, Tierney K, Holstein J, Anspach R, Davis D, Unruh, Webster S, Vandewater S, Allen H. Models of local mental health delivery systems. In W R Scott & B Black (Eds) *The Organization of Mental Health Services: Society & Community Systems*. Beverly Hills: Sage Publications. 1985.

Grusky O, Tierney K, Holstein J, Anspach R, Davis D, Unruh D, Webster S, Vandewater S & Allen H. Models of local mental health delivery systems. *Am Behav Sci.* 1985;28(5), 685-703

### **Satisfaction/Political Attitudes**

Allen H, Bentler P, Gutek B. Probing theories of individual well-being: a comparison of quality of life models assessing neighborhood satisfaction. *Basic Appl Soc Psych.* 1985;6(3):181-203.

Allen H, Sears D. Against them or for me: community impact evaluations. In L. E. Datta, (Ed.) *Assessing Outcomes*, L. A., CA: Sage. 1979;171-175.

Gutek B, Allen H, Tyler T, Lau R, Majchrzak A. (1983). The importance of internal referents as determinants of satisfaction. *Basic Appl Soc Psych.* 1983;6(3):181-203.

Sears D, Allen H. 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. 1982:123-154.

Sears D, Lau R, Tyler T, Allen H. Self interest versus symbolic racism in policy attitudes and presidential voting. *Am Polit Sci Rev.* 1980;74:670-684.

### **PRESENTATIONS / INVITED LECTURES / WEBINARS / MEDIA INTERVIEWS**

*(Since 2005, in reverse chronological order)*

Allen H, Buchman T & Fabius R. “Value-driven Population Health: Mobilizing the Marketplace to Improve Outcomes while Reducing Costs.” New Orleans, LA: AOHC 2018, April/May 2018.

Allen H, Leutzinger J, Tyndall S. “Improving Outcomes & Reducing Costs in Healthcare: Employer Breakthroughs” (a panel). Disruption & Innovation Conference. Atlanta GA. Sept 13, 2017.

Allen H. “Value-driven Population Health” Radio interview on the Pro Business Channel. July 6, 2017. Available at:  
<http://harrisallengroup.com/Documents/Dr.%20Harris%20Allen%20Interview%20on%20Georgia%20Business%20Radio.mp3>. Accessed July 12, 2017.

Allen H. “Value-driven Population Health: A ‘Glocal’ Opportunity for Atlanta.” Atlanta GA: Moving From Volume to Value-Based Healthcare Delivery. Goizueta Executive Healthcare Seminar Series. Emory University. May 12, 2017. Available at:  
<https://echo360.org/media/8efa38e4-ab91-4352-88e5-62cf069f33bf/public>. Accessed June 1, 2017.

Allen H, Bunn W, Nobel J & Brandt-Rauf P. “OEM & Workplace Wellness: Paving the Way for Value-driven Population Health.” Denver, CO: AOHC 2017 Conference. April 24, 2017.

Allen H. “Value-driven Population Health: An Emerging Science for Improving Stakeholder Role Performance in Health & Health Care” Providence RI: Executive Masters in Healthcare Leadership, School of Professional Studies, Brown University. Jan. 17, 2017. Available at:

<https://brown.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=b770f808-dfc0-4f74-b283-c37fb33cc283>. Accessed Feb.1 , 2017.

Allen H, Lerner D & Colombi A. "Tackling Low Back Pain & Depression: Measurement-driven Breakthroughs for Employers." Atlanta GA: 2016 HERO Forum. Sept. 28, 2016.

Allen H & Bunn W. "A Leading Employer Tackles COPD to Refine Its Evidence Base for Management". Chicago IL: AOHC 2016. April 11, 2016.

Allen H. "Paving the Way for Improved Value: Mental Health in the Emerging Health Ecosystem." Atlanta GA: Georgia Psychiatric Physician Association Winter Meeting. Feb. 12, 2016.

Allen H. "Improving Value in Health & Health Care: Employers & Progress Achieved." Providence RI: Executive Masters in Healthcare Leadership, School of Professional Studies, Brown University. Jan. 18, 2016.

Fabius R & Allen H. "The Triple Aim, Population Health, and Cultures of Health: Behavioral Health Specialists as the Lynchpin." Atlanta GA: 31<sup>st</sup> Annual Rosalynn Carter Symposium on Mental Health Policy, Carter Center. Nov. 12, 2015.

Allen, H. "Guidelines, Cost Effectiveness & the CDC: Building on an Employer Focus on Prevention to Improve Value in Health Care." Atlanta GA: Centers for Disease Control. Nov. 9, 2015

Allen H. "Toward Greater Value in Health Care: Grist for Obamacare Revisited". Atlanta, GA: Rollins School of Public Health, Emory University. Oct. 6, 2015.

Allen H, Bunn W, & Erdil M. "Low Back Pain: A Major Employer uses Guidelines to Manage Quality, Costs & Outcomes." San Francisco, CA: Integrated Benefits Institute national webinar. June 1, 2015.

Allen H, Bunn W & Erdil M. "Improving Care for Low Back Pain". Baltimore, MD: AOHC 2015. May 4, 2015.

Allen H, Bunn W, Erdil M & Burton W. "Low Back Pain: A Major Employer uses Guidelines to Manage Quality, Costs & Outcomes." San Francisco, CA: 2015 IBI Annual Forum. Mar. 18, 2015.

Allen H. "Measuring & Managing to Improve Value: Employers and Indirect Costs." San Francisco, CA: Pacific Business Group on Health. Mar. 17, 2015.

Allen H. "Workplace Wellness: Navigating the Skepticism and the Anticipation." San Francisco, CA: Keas Customer Advisory Board Meeting. Mar. 17, 2015.

Lucas A, Allen H, Dlesk D, Erman G & McGillan F. "The Future of Mobile and Connected Health." Waltham, MA: New England Healthcare Executives Network. Mar. 2, 2015.

- Allen H. "Toward Greater Healthcare Value: Employer Successes & Obamacare Revisited."  
Lecture delivered as part of seminar at Tufts University with co-presenters, R. Linke & R. Peto.  
Medford, MA: Tufts University. Feb. 24, 2015.
- Allen H. "Toward Greater Healthcare Value: Employer Successes & Obamacare Revisited."  
Providence RI: Brown University School of Public Health. Feb. 18, 2015.
- Allen H. "Toward Greater Healthcare Value: Employer Successes & Obamacare Revisited."  
Providence RI: Executive Masters in Healthcare Leadership, School of Professional Studies,  
Brown University. Jan. 15, 2015.
- Allen H. "Refining U.S. Health Reform: Grist for Obamacare 2.0." Medford MA: Tufts  
University. Sept. 30, 2014.
- Allen H. "Healthcare Reform: What the Affordable Care Act Means for Worker's Compensation &  
Occupational Health Professionals". Keynote. Hyannis, MD: SEAK National Workers  
Compensation Conference. July 24, 2014.
- Allen H. "The Transition to Value in the Healthcare Marketplace: A Model for Driving  
Management through Measurement." Providence RI: Brown University School of Public  
Health. Feb. 19, 2014.
- Allen H. "The Transition to Value in the Healthcare Marketplace: A Model for Driving  
Management through Measurement." Medford, MA: Tufts University. Feb. 18, 2014.
- Allen H. "The Transition to Value in the Healthcare Marketplace: A Model for Driving  
Management through Measurement." Providence RI: Executive Masters in Healthcare  
Leadership, School of Professional Studies, Brown University. Jan. 7, 2014.
- Allen H. "The Transition to Value in the Healthcare Marketplace: A Model for Driving  
Management through Measurement." Medford, MA: Tufts University. Oct. 1, 2013.
- Allen H. "Silo-busting Our Way to Sustained Value in a High Performing Health Care System: A  
Reset for Stakeholders Serving Patient/Consumers." Boston, MA: 11<sup>th</sup> Annual Health Care  
Quality and Value Based Contracting Congress. Aug. 6, 2013.
- Allen H. "Fostering Stakeholder Collaboration -- Value-driven, Sustainability-focused &  
Measurement-based -- When Reforming Health Care". Beijing, China: 2nd Annual International  
Occupational Health & Safety Conference. 22 May 2013
- Bunn W, Allen H, Naim A & Hymel P. Realizing the Promise of HPM: A Leading Employer Makes  
New Strides with Implications for Health Care Reform. Orlando, FL: AOHC 2013. April 26,  
2013.
- Allen H, Brandt-Rauf P & Bunn W. "Health & Productivity Gaining Traction: A Corporate Leader  
Ups Its Game with Implications for Health Care Reform." Dallas TX: IBI/NBCH Health &  
Productivity Forum. Feb. 26, 2013.

- Allen H. "On Value, Sustainability and Missed Opportunities: Building on the Aligning Interests of Employers & Providers in the Changing Health Care Landscape." Orlando FL: The 8th Annual Employer Health and Human Capital Strategy Congress. Feb. 22, 2013.
- Allen H. "Value, Sustainability and the Rollout of Health Care Reform: Building on the Aligning Interests of Employers & Providers in Promoting Better Health. Providence, RI: Brown University School of Public Health. Feb. 20, 2013.
- Allen H. "Toward Compensation for the Full Benefit of Healthcare for Commercially Insured Beneficiaries in ACOs: OEM as Navigator." Delivered in session entitled "The Affordable Care Act, Accountable Care Organizations, and Patient Centered Medical Home" with R. McClellan, R. Loeppke, P. Grundy & D. Dietz. LA, CA: AOHC 2012. May 1, 2012.
- Allen H. "Coming to Grips with Disease Burden in the Workplace: Upping the Game at a Leading Employer." Providence RI: Brown University School of Public Health. Feb. 22, 2012.
- Allen H, Burton W & Brandt-Rauf P. "Accountable Care Organizations & Indirect Costs: Why Linking Them Matters to Purchasers, Payers & Patients." SF, CA: 2012 IBI/NBCH Health & Productivity Forum. Feb. 15, 2012.
- Allen H. "Divorce, Poor Health & Lost Productivity in the Workplace: Opportunity for the AFCC Community?" Orlando FL: Association of Family and Conciliation Courts Annual National Conference. June 4, 2011.
- Allen H & Colombi A. "The Role of Contextual Stress in Managing Workplace Depression", Orlando FL: Work, Stress, and Health 2011 Conference (hosted by the American Psychological Association and the National Institute for Occupational Safety and Health). May 20, 2011.
- Allen H & Colombi A. "Measuring Workplace Depression to Manage It." SF, CA: 2011 IBI/NBGH Health and Productivity Forum. Mar. 1, 2011.
- Allen H. "Advancing the Health & Productivity Vision in Colorado". Denver CO: Colorado Business Group on Health. Dec. 16, 2010.
- Allen H. "Using Symptom Self-reports to Describe, Predict and Manage Workplace Depression. Gatineau, Quebec Canada: InfoTech Inc. Users Conference. Sept. 29, 2009
- Allen H, Slavin T, Barrington L & Woock C. "Can They Take It? Productivity, Overtime, and the Mature Worker". NYC, NY: The Conference Board national webcast. July 21, 2009.
- Wilson T & Allen H. "Evaluation Designs, Statistical Design and Analysis: The Methods Evaluation Process (MEP) Certification: Level II Course". Phoenix AZ: Case Management Society of America's 19th Annual Conference. June 19, 2009
- Allen H & Bunn W. "The Total Burden of Illness in the Workplace: An Archival Portrait of Immune-Mediated Disorders." Orlando, FL: Institute for Health and Productivity Management's 9th Annual International Health and Productivity Outcomes Conference. Apr. 6, 2009.
- Bunn W & Allen H. "Age, Overtime & Employee Outcomes." Scottsdale, AZ: Institute for Health and Productivity Management's 8<sup>th</sup> Annual International Conference. Oct. 17, 2008.

- Allen H. "Measuring Productivity Loss to Reduce It." Scottsdale, AZ: Institute for Health and Productivity Management's 8<sup>th</sup> Annual International Conference. Oct. 16, 2008.
- Allen H. "Presenteeism: How to Measure It & What the Research Is Telling Us." Las Vegas, NV: BHI Risk Management Summit. Oct. 2, 2008.
- Allen H. "Using the Work Limitations Questionnaire (WLQ): Lessons from the Field." Orlando, FL: Institute for Health and Productivity Management's 4<sup>th</sup> Annual Health Management Conference. Apr. 1, 2008.
- Allen H. "Overtime & Health, Safety & Productivity Outcomes: The Case Study of a U.S. Heavy Manufacturer." Phoenix AZ: Institute for Health and Productivity Management's 7<sup>th</sup> Annual International Conference. Oct. 19, 2007.
- Allen H. "Working with a HPM Measurement Standard – the WLQ: From Theory to Practice." Leixlip, Ireland: Fourth Annual Institute for Health and Productivity Management European Health & Productivity Congress. Sept. 7 2007.
- Allen, H. "The Methodology of HPM Measurement: Using Examples from Fortune 500 Companies." Sydney, Australia: 1<sup>st</sup> Annual Australian European Health & Productivity Congress. July 31, 2007.
- Sullivan S & Allen H. "Health & Productivity Measurement." Sydney, Australia: 1<sup>st</sup> Annual Australian European Health & Productivity Congress. July 31, 2007.
- Allen H. "Measurement: Key to the Business Case for HPM". Newark, NJ: Public Service Enterprise (PSEG) Group. June 19, 2007.
- Allen H. "Making the HBM Case for Purchasers with Measurement." Toronto, Ontario, CA: Connex Symposium. April 27, 2007.
- Allen H. "Tracking Health & Productivity: A Perspective on What We Do in Measurement." Vienna, Austria: Third Annual European Congress on Health & Productivity. Oct. 10, 2006
- Allen H. "Tracking Health & Productivity: A Perspective on What We Do in Measurement." Las Vegas, NV: Sixth Annual Institute for Health and Productivity Management International Conference. September 28, 2006
- Lerner D, Kessler R & Allen H. "Health & Productivity Measurement Issues." Sixth Annual Institute for Health and Productivity Management International Conference. September 27, 2006.
- Allen H. "Advancing HPM with the Measurement of Presenteeism." Las Vegas, NV: Academy for Health & Productivity Management. Institute for Health and Productivity Management's 6<sup>th</sup> Annual International Conference. September 27, 2006.
- Allen H. "'Employers, Employees, and Health and Productivity: Advancing the 'Win-Win' in Seattle." Seattle, WA: Health & Productivity Symposium, hosted by Clearpoint Employee Benefits Consulting. July 20, 2006.

Allen H. "Using Measurement to Advance Health and Productivity Management" (included in day-long training session run by the Academy for Health and Productivity Management). Kansas City, MO: Mid-American Coalition on Health Care & the Kauffmann Foundation. June 23, 2006.

Allen H. "Overview of Presenteeism Tools: Application, Selection & Data Integration Considerations (a three-hour workshop). Boston, MA: "Measuring and Quantifying the Value of Health Risk Appraisals" conference hosted by the World Research Group (Dr. Allen also served as conference chair). May 24, 2006.

Allen H. "Overview of Presenteeism Tools: Application, Selection and Data Integration Considerations" (an Academy for Health & Productivity Management training session). Titusville, NJ. Johnson & Johnson Pharmaceutical Academy, Employer Market Evaluation Program. May 2, 2006.

Allen H. "Advancing the Objectives of Health and Productivity Management with Measurement" (an Academy for Health & Productivity Management training session). Titusville, NJ. Johnson & Johnson Pharmaceutical Academy, Employer Market Evaluation Program. May 2, 2006.

Allen H, Sivin D, Scharf T, Slavin T. The Impact of Long Workhours on Employee Health and Productivity. Symposium put together by Dr. Allen that was held at the 2006 NIOSH/APA Work, Stress & Health Conference in Miami, FL. The presentations given by these authors, reflecting employer, worker and regulatory views, are available at [www.harrisallengroup.com](http://www.harrisallengroup.com). March 2, 2006.

Allen H. "Overview of Presenteeism Tools: Application, Selection and Data Integration Considerations" (an Academy for Health and Productivity Management training session). Seattle WA: Boeing Corporate Headquarters. April 26, 2006.

Allen H. "Overview of Presenteeism Tools: Application, Selection and Data Integration Considerations" (an Academy for Health and Productivity Management training session). Palo Alto, CA: Cisco Systems. December 15, 2005.

Allen H. "Recent Developments in Health & Productivity and their Impact on Business". An interview on the [Business Shrink](#) show, hosted by Peter Morris. Sirius Satellite Radio. October 24, 2005.

Allen H & Sullivan S. "The Burden of Pain on Employee Health & Productivity" (an Academy for Health & Productivity Management pre-conference workshop). Phoenix, AZ: Institute for Health & Productivity Management's Fifth Annual International Conference. Oct.12, 2005.

Fey F, Ferraro T & Allen H. "Secrets to a Healthier Workforce". National webinar: JI Industries (event sponsor). Aug. 31, 2005.