

# Linnea Warren May

## Education

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<b>University of North Carolina at Chapel Hill</b> , Chapel Hill, NC	May 2012
Master of Public Health Health Behavior	
<b>University of Pittsburgh</b> , Pittsburgh, PA	May 2010
Bachelor of Science in Biology and Psychology, <i>summa cum laude</i> Minor in Chemistry Study abroad, Copenhagen, Denmark; Medical Practice and Policy focus	

## Research Interests

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Public and community health, health equity and social determinants of health, community resilience, disaster planning and recovery, adolescent health and education, community-based participatory research and community engagement

## Skills

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Qualitative protocol development and data collection (interviews and focus groups); Qualitative data management, analysis (Dedoose and Atlas.ti) and reporting; Quantitative data collection protocol and survey design; Quantitative data management, analysis, and visualization (Excel, SAS [basic], SPSS [database management, basic analysis], Tableau); CBPR and community/stakeholder engagement (Salesforce); Project management (timelines, budgets, software [Microsoft Teams/Planner]); Workshop and training development and execution; Written and oral communication

## Professional Experience

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<b>RAND Corporation</b> , Pittsburgh, PA	Jun 2019 – Present
<i>Senior Policy Analyst (Policy Analyst, IV)</i>	Jun 2016 – Jun 2019
<i>Policy Analyst, III</i>	Sept 2014 – Jun 2016
<i>Policy Analyst, II</i>	
<ul style="list-style-type: none"><li>• Work on projects related to building a culture of health, equity measurement, city resilience planning and measurement, disaster recovery, cross-sector collaboration, and patient experience with health care</li><li>• Contribute to writing and editing of reports, publications, and briefings, including identifying, reviewing, and summarizing relevant literature and presenting findings to internal and external audiences, and clients and sponsors</li><li>• Develop analytic plans using qualitative and quantitative data</li><li>• Develop survey items and protocols; Develop study recruitment materials and monitor recruitment activities and survey response rates</li><li>• Perform data management and analysis; Produce graphic and narrative reports using Excel and Tableau</li><li>• Develop interview protocols and conduct interviews and focus groups; Conduct qualitative data analysis activities, including code book development, including deductive and inductive codes, coding and extracting themes using Dedoose</li><li>• Perform project management and coordination activities, including liaising with internal and external groups, facilitating meetings with clients and partners, delegating and compiling inputs to produce deliverables, meeting and workshop logistics, timelines, shared site management, and monitoring work in progress</li><li>• Build and facilitate workshops and stakeholder meetings, including materials utilizing adult learning principles; manage invitations, timelines, and logistics</li></ul>	

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- MicroMass Communications, Cary, NC** May 2011– Aug 2014  
*Senior Behaviorist, Feb, 2013-Aug, 2014*  
*Behaviorist, Jul, 2012-Feb, 2013*  
*Behavioral Services Intern, May, 2011-Jul, 2011*
- Conducted interviews and analyzed qualitative data
  - Drafted project deliverables; researched and prepared literature reviews
  - Designed program evaluation frameworks, conducted and interpreted analyses
  - Developed research instruments (surveys, discussion guides)
  - Contributed to theory-based communication campaign development, including applying and translating health behavior theory and optimizing creative outputs
  - Led and participated in client briefings and presentations
- North Carolina Division of Public Health, Tobacco Prevention and Control Branch, Raleigh, NC** Apr 2012 – Jun 2012  
*Evaluation Consultant*
- Gathered, queried, and analyzed multiple large data sets using Excel and SAS
  - Prepared a narrative and graphical report summarizing findings from a return on investment analysis of QuitlineNC
- UNC Center for Health Promotion and Disease Prevention, Chapel Hill, NC** Sept 2011 – Aug 2012  
*Research Assistant*
- Conducted literature and policy reviews and drafted manuscripts
  - Analyzed and translated findings from literature and policy reviews and qualitative data sets for diverse audiences, including academic publications and lay audiences
  - Wrote and produced a comprehensive youth policy advocacy curriculum, training materials, and toolkit as part of a community-based participatory research project
  - Conducted a policy advocacy training for a diverse 15-member Community Advisory Board
- Counter Tobacco NC, Chapel Hill, NC** Aug 2011 – May 2012  
*Consultant*
- Researched and prepared literature and policy reviews
  - Created and analyzed maps of tobacco retailers in Chapel Hill, NC and their proximity to schools and parks using ArcGIS software
  - Drafted deliverables including a policy brief, manuscript, and social marketing campaign on point-of-sale tobacco policy and proximity to schools
  - Co-presented on point-of-sale tobacco policy to decision-making bodies and tobacco advocacy groups in Chapel Hill and Durham, NC
- University of Pittsburgh, Dept. of Psychology, Pittsburgh, PA** Jul 2009 – Aug 2010  
*Research Assistant*
- Coded, entered, and analyzed data in Excel for 200+ experimental sessions
  - Coordinated and administered study protocol for multiple lab-based cognitive psychology studies
- University of Pittsburgh, Weight Management and Wellness Center, Pittsburgh, PA** Jul 2009 – Aug 2010  
*Research Assistant*
- Entered data and managed multiple databases in SPSS, Excel, and Access
  - Interviewed adolescent girls and their families and administered 50+ questionnaires (including ecological momentary assessments [EMA])

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### Publications and Commentaries

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#### Publications

- Fischbach, J.R., **Warren May, L.**, Whipkey, K., Shelton, S.R., Vaughan, C.A., Tierney, D., Leuschner, K.J., Meredith, L.S., Peterson, H.J. (2020). *After Hurricane Maria: Predisaster Conditions, Hurricane Damage, and Recovery Needs in Puerto Rico*. Santa Monica, CA: Homeland Security Operational Analysis Center operated by the RAND Corporation, RR-2595-DHS.
- Warren May, L.**, Lanna, S., Fischbach, J., Bongard, M.,... Bowling, J. (2019). *Pittsburgh Equity Indicators: A progress update on the state of equity in Pittsburgh. Annual Report 2018*. City of Pittsburgh. [http://pittsburghpa.gov/equityindicators/documents/PGH\\_Equity\\_Indicators\\_2018.pdf](http://pittsburghpa.gov/equityindicators/documents/PGH_Equity_Indicators_2018.pdf)
- Warren May, L.**, Lanna, S., Fischbach, J., Bongard, M.,... Ervin, G. (2018). *Pittsburgh Equity Indicators: A baseline measurement for enhancing equity in Pittsburgh. Annual Report 2017*. City of Pittsburgh. [http://pittsburghpa.gov/equityindicators/documents/PGH\\_Equity\\_Indicators\\_2017.pdf](http://pittsburghpa.gov/equityindicators/documents/PGH_Equity_Indicators_2017.pdf)
- Trail, T. E., Martin, L.T., Burgette, L.F., **Warren May, L.**, ...Chandra, A. (2017). *U.S. Military Non-Medical Counseling Programs Demonstrate Benefits for Participants*. Santa Monica, CA: RAND Corporation, RB-9979-OSD.
- Trail, T. E., Martin, L.T., Burgette, L.F., **Warren May, L.**, ...Chandra, A. (2017). *An Evaluation of U.S. Military Non-Medical Counseling Programs*. Santa Monica, CA: RAND Corporation, RR-1861-OSD.
- Warren May, L.**, Fischbach, J.R., & Abbott, M. (2017). *Informing Pittsburgh's options to address lead in water*. Santa Monica, CA: RAND Corporation, PE-247-RC.
- Martin, L.T., **Warren May, L.**, Weiland, S., Acosta, J.D., & Chandra, A. (2017). *How cultural alignment and the use of incentives can promote a Culture of Health*. Santa Monica, CA: RAND Corporation, RR-1889-RWJ.
- Fischbach, J.R., Siler-Evans, K., Tierney, D. Wilson, M.G., Cook, L.M., & **Warren May, L.** (2017). *Robust Stormwater Management in the Pittsburgh Region: A Pilot Study*. Santa Monica, CA: RAND Corporation, RR-1673-MCF.
- Dubowitz, T., Orleans, T., Nelson, C., **Warren May, L.**, Sloan, J. C., & Chandra, A. (2016). Creating Healthier, More Equitable Communities By Improving Governance And Policy. *Health Affairs*, DOI:10.1377/hlthaff.2016.0608
- Martsof, G. R., Gordon, T., **Warren May, L.**, Mason, D., Sullivan, C., & Villarruel, A. (2016). Innovative nursing care models and culture of health: Early evidence. *Nursing Outlook*. DOI:10.1016/j.outlook.2016.02.009.
- Acosta, J.D., Whitley, M.D., **Warren May, L.**, Dubowitz, T., Williams, M.V., & Chandra, A. *Stakeholder perspectives on a Culture of Health: Key findings*. (2016). Santa Monica, CA: RAND Corporation, RR-1274-RWJ.
- Woods-Jaeger, B.A., Nobles, R.H., **Warren May, L.**, & Larimer, M.E. (2016). The Relationship between Emotion Regulation, Social Support, and Alcohol-Related Problems among Racially Diverse Adolescents. *Journal of Child & Adolescent Substance Abuse*, DOI: 10.1080/1067828X.2015.1012611.
- Hussey, P. S., Ringel, J. S., Ahluwalia, S. C., Price, R. A., Buttorff, C., Concannon, T. W., . . . **Warren May, L.**, . . . Farmer, C. M. (2015). *Resources and Capabilities of the Department of Veterans Affairs to Provide Timely and Accessible Care to Veterans*. Santa Monica, CA: RAND Corporation, RR-1165/2-VA.

#### Reports for publication on client sites (not RAND publications)

- Warren May, L.** and Chandra, A. written on behalf of RWJF. (2020) "COVID-19 Community Response: Emerging Themes Across Sentinel Communities" for Finney County, Harris County, San Juan County, and Tacoma. <https://www.rwjf.org/en/library/interactives/covid-19-community-response-emerging-themes-across-sentinel-communities.html>

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- Martin, L., Chandra, A., and **Warren May, L.** written on behalf of RWJF. (2019) “Culture of Health Sentinel Community Insights: Health Equity.” <https://www.rwjf.org/en/library/research/2019/09/culture-of-health-sentinel-communityinsights.html>
- Chandra, A. and **Warren May, L.** written on behalf of RWJF. (2019) “Culture of Health Sentinel Community Insights: Rural and Small Communities.” <https://www.rwjf.org/en/library/research/2019/09/culture-of-health-sentinel-communityinsights.html>
- Towe, V., Acosta, J., **Warren May, L.**, and Chandra, A. written on behalf of RWJF. (2019) “Culture of Health Sentinel Community Insights: Anchor Institutions.” <https://www.rwjf.org/en/library/research/2019/09/culture-of-health-sentinel-communityinsights.html>
- Warren May, L.** and Chandra, A. written on behalf of RWJF. (2018) “Culture of Health Sentinel Community Portraits” for Granville County, NC, North Central Nebraska, and Tennessee. <https://www.rwjf.org/en/cultureofhealth/what-were-learning/sentinel-communities.html>

### **Commentaries**

- Warren May, L.**, Sloan, J., and Miller, C. (2019, Oct 1). State-level climate action contributes to building a Culture of Health. *Health & Climate Solutions*. <https://healthandclimatesolutions.org/2019/10/state-level-climate-action-contributes-to-building-a-culture-of-health/>
- Fischbach, J.R. and **Warren May, L.** (2017, Jul 2). Getting the lead out—for good. *Pittsburgh Post-Gazette*. <http://www.post-gazette.com/opinion/Op-Ed/2017/07/02/Getting-the-lead-out-for-good/stories/201707020101>
- Yeung, D., **Warren May, L.**, & Trujillo, M. (2017). What 32 Million Tweets Tell Us About Health and the Twitterverse. *The Health Care Blog*. <https://www.rand.org/blog/2017/01/what-32-million-tweets-tell-us-about-health-and-the.html>.
- Warren May, L.** and Sloan, J. (2016). What If Being a Leader in Public Health Is About More Than Just Health? *The RAND Blog*. <https://www.rand.org/blog/2016/11/what-if-being-a-leader-in-public-health-is-about-more.html>.

### **Selected Research Experience**

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- Surgo / RAND COVID-19 Research Collaboration: Vulnerability and Testing Access in Allegheny County** 2020 – Current  
**Surgo Foundation**  
**Project Coordinator.** RAND is partnering with the Surgo Foundation to compare estimates from their nationwide index of COVID-19 vulnerability to actual caseloads in Allegheny County, PA and to explore vulnerability on the neighborhood or municipal scale. We are also exploring access to COVID testing for different populations, neighborhoods, and municipalities within Allegheny County. The Project Coordinator role involves client communication, managing data and RAND deliverables, designing qualitative interview protocols and conducting outreach and interviews, interpreting analyses, and contributing to interactive tools.
- CAHPS Survey Implementation for the Medicare Shared Savings Program. Centers for Medicare and Medicaid Services** 2017 – Current  
**Reports lead.** RAND supports the implementation, analysis, and reporting for the CAHPS Survey of patient experience for ACOs and MIPS groups. The role of reports lead involves managing CAHPS performance reports production, quality assurance, and delivery. In 2018-2019, led CAHPS reports refinement project, revising the CAHPS report templates based on end user feedback and best practices, including literature review, expert consultation, end user survey, and developing of end user interview guide.

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<p><i>Supporting efforts to develop a Culture of Health framework and measurement strategy</i></p>	2014 – Current
<p><b>Robert Wood Johnson Foundation</b></p>	
<p><b>Co-PI (sentinel communities monitoring).</b> The goal of the Culture of Health effort is to work with the Foundation in supporting efforts to develop a culture of health framework, work with stakeholders to mobilize cultural change to advance health and health equity, and to guide future investments. The sentinel community monitoring co-project leader role involves managing the process of gathering information on how a culture of health is developing in 30 sentinel communities, contributing to conceptual frameworks to guide report development; conducting environmental scans; developing interview protocols, sampling plans, and conducting semi-structured interviews; and leading writing of community-specific and cross-community synthesis reports (e.g., how health equity is conceptualized and promoted across the sentinel communities).</p>	
<p><i>Literature Review of metrics and indicators of equity in disaster preparation, response, and recovery (PRR)</i></p>	Jul 2020 – Sept 2020
<p><b>RAND, HSOAC</b></p>	
<p><b>Co-lead.</b> HSOAC made a series of internal investments in projects to help inform DHS efforts to reduce racial bias. This task involved a literature review to determine what are the most appropriate indicators of inequity in processes and outcomes experienced by different racial groups as a result of FEMA disaster PRR programs. We also sought to understand the considerations (strengths, weaknesses) for using racial equity indicators across FEMA programs, at different phases of the disaster lifecycle.</p>	
<p><i>Rapid Dissemination of AI Microcredentials through Hands-on Industrial Robotics Education (RD-AIM-HIRE)</i></p>	2019 – 2020
<p><b>National Science Foundation</b></p>	
<p><b>Research team member.</b> RAND is a subcontractor of the Carnegie Mellon Robotics Academy (CMRA), co-leading a multi-disciplinary team to develop a prototype for training vulnerable populations to enable them to get jobs in advanced manufacturing using robotics. The role of research team member includes contributing to interview guides and conducting semi-structured interviews with employers, training organizations, and other stakeholders in the advanced manufacturing ecosystem in the Pittsburgh region. It also includes facilitating regular in-person meetings of the multi-disciplinary team and co-designing training prototypes (including curriculum content and delivery, trainer considerations, etc.) based on interview and research findings.</p>	
<p><i>Puerto Rico Economic and Disaster Long Term Recovery Plan: Damage and Needs Assessment</i></p>	2018 – 2019
<p>U.S. Department of Homeland Security, Federal Emergency Management Agency</p>	
<p><b>Deputy team lead.</b> The goal of this project was to provide analytic and technical support for Puerto Rico’s long term economic and hurricane recovery plan, sponsored by FEMA; effort includes integrating information and analysis on damage and needs assessment and possible solutions from the various partners and stakeholders, (2) providing in-depth analytical support to facilitate objective decisionmaking about the recovery, and (3) helping to author the plan and supporting technical appendices.</p>	
<p><i>Equity Indicators for Pittsburgh</i></p>	2017 – 2019
<p><b>City University of New York</b></p>	
<p><b>Project coordinator.</b> The goal of this project is to use existing data to measure inequality in Pittsburgh. The project includes development of a measurement framework,</p>	

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mapping data to domains of interest, stakeholder engagement for data acquisition and dissemination, and data analysis and report-writing. The role of project coordinator involves leading most day-to-day tasks, including co-designing the evaluation framework with the funder and partners, managing and executing a data mapping processes (with RA support) to match existing data with the framework, planning analyses and implementing a methodology required by CUNY, quality-checking analytic outputs, and leading report writing (one annual report is complete; the other in-progress.)

### *Developing City Resilience Strategies*

2015 – 2017

#### **100 Resilient Cities, Rockefeller Foundation**

**Project coordinator.** The goal of this project is to provide support to cities to develop a comprehensive resilience strategy, considering issues of design and implementation. RAND supported the City of Pittsburgh to develop their resilience strategy, released in 2017. The project coordinator role involved managing staff; engaging stakeholders; collecting and managing secondary data; designing, conducting and analyzing data from focus groups and surveys; planning meetings; writing reports; and developing and co-presenting briefings to city leadership, foundations, and non-profits.

### **Invited Speaking Engagements and Service to the Profession**

#### **Invited engagements**

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| Invited session speaker at Duquesne Universities Bayer School Association of Graduate Students (BAGS) “Lead in our Water: A Fact Finding Symposium for Improving our Communities Water Quality.” Session: “Informing Pittsburgh’s Options to Address Lead in Water”              | August 4, 2020 |
| Invited panelist and table facilitator at 2019 THINC30 Tank, Ensuring Inclusive Pittsburgh Neighborhoods. Panel: “Pittsburgh’s Progress Panel Discussion”. Table exercise: “Neighborhood Wellness Checklist” Workshop  | May 30, 2019   |
| Invited opening keynote speaker at Allegheny County Medical Society conference, Responding to the Social Determinants of Health: Connecting Patients, Community Based Organizations and Healthcare Providers. Keynote: “What are the social determinants of health—an overview?” | May 23, 2019   |

#### **Committee memberships**

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| Member of University of Pittsburgh Institute of Politics Health and Human Services committee’s advisory committee on Lead Contamination in Southwestern Pennsylvania | Feb 2018 – Dec 2018 |
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#### **Review experience**

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| Journal reviewer for <i>Health Promotion Practice</i>                 | Oct 2018 |
| Journal reviewer for <i>Progress in Community Health Partnerships</i> | Aug 2015 |

### **Honors and Service to RAND**

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| RAND Medal Award recipient, Silver   | Jun 2018            |
| RAND Spotlight Award recipient   | Jul 2015; Nov 2016  |
| Magnetic Workplace committee member  | Jan 2019 – present  |
| Co-founder of RAND Healthy Living – Local (formerly Culture of Health at RAND) | Jul 2016 – present  |
| Pittsburgh Community Service Group member                                      | Sept 2014 – present |
| FWS Community Council member   | Aug 2019 – Mar 2020 |