



School of Government & Public Policy

***Anna Amirkhanyan | Professor
American University***

*Managing in the Eye of a Storm: A Mixed Methods Study
of Organizational Management, Regulation and Sector in
U.S. Nursing Homes During COVID-19 Pandemic*

Abstract: Studies of organizations with limited capacity operating in uncertain environments and hit by crises can contribute important insights into public administration. Based on a large-N quantitative analysis of U.S. nursing homes, which became ground zero of the COVID-19 pandemic, this project examines the effect of government regulation, ownership, and several distinct management strategies on organizational capacity to curb the threats posed by the pandemic. Using hybrid datasets including nursing home data, administrator surveys, COVID-19 outcome data, a COVID-19 regulatory stringency index, and U.S. Census Bureau data, our analysis show that restrictive COVID-19 state government policies and public/nonprofit ownership help minimize environmental threats and reduce COVID-19 impacts. Yet, the management strategies – external management, innovation management, distributive leadership, and regulation management – have only modest effects on COVID-19 outcomes. Additional qualitative interviews of nursing home administrators further inform our understanding of how organizations operate at the margins and the impact of management on outcomes during a crisis.

Anna Amirkhanyan is a professor and chair of Public Administration and Policy Department in the School of Public Affairs, American University. She has a Ph.D. in public administration from the Maxwell School of Citizenship and Public Affairs at Syracuse University. Her research on public and nonprofit management, performance, privatization, and citizen participation has been published in various peer-reviewed outlets such as the Journal of Public Administration Research and Theory, Public Administration Review, and others. Her book Citizen Participation in the Age of Contracting examines the state of citizen participation in the context of health and human services. Dr. Amirkhanyan is the recipient of NASPAA 2023 William Duncombe Excellence in Doctoral Education award.

Wednesday, April 17 @ Noon

Social Sciences Building | Room 311