

- These elements of the audit process are governed by the Documented Procedure (DP), which is included in the annexes to the master's work.

It is proposed to regulate the audit process in terms of PDCA methodology:

- Development of internal audit programs and procedures, preparation of an audit team (Plan).
- Program Implementation (Do).
- Audit Data Collection and Evaluation (Check).
- Improvement of audit procedures (Act).

Suggested phases of audits:

- planning of the audit program (formation of groups, distribution of responsibilities and authorities, development of audit schedules etc.);
- performing the audit procedures (filling in the forms of meetings, check-lists, protocols for recording of nonconformities (comments, recommendations), drawing up reports, corrective action plans etc.);
- evaluation and analysis of the implementation of the audit program (completion of forms of assessment of auditors, forms of evaluation of audits performance);
- improvement of the audit process by taking corrective and preventive actions in the framework of audit procedures.

The documented procedure for performing the audit process includes:

- description of the inputs and outputs of the audit process;
- description of all phases of the PDCA audit cycle;
- performance indicators of the audit process;
- on-site audit algorithm etc.

Considerable attention is given to the preparation of questionnaires: the value of the audit results depends on the correct formulation of the questions directly.

To motivate the auditors, we have developed a form of assessing the quality of their work by 14 indicators (carried out after each audit). The assessment is carried out by the Chief Auditor or the Deputy Director of Quality.

Conclusions.

Our approaches have already been partially tested in the internal audits. Following the audits, a report was prepared, a discrepancy statement, comments and recommendations were prepared, and a corrective action plan was developed.

DEVELOPMENT OF A SET OF PROPOSALS FOR IMPROVING OF A SERVICE QUALITY FOR PHARMACY VISITORS

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Introduction. The pharmacy's efficiency implies compliance with current quality management concepts and Good Pharmaceutical Practice (GPP) requirements. At the same time, the quality of pharmaceutical services must meet not only state standards, but also consumer expectations.

Today, competition between pharmacies is very serious, so improving customer service is a necessary and important condition for maintaining business.

Aim. Development of a program for optimizing of a typical pharmacy activity to improve of pharmacy service quality and increase competitiveness. The subject of our research is a pharmacy quality system processes that ensure quality of service and customer satisfaction.

Materials and methods. Scientific professional publications, statistical information, current legislation of Ukraine. Methods of comparative and historical analysis. The main tasks of the research: to study the regulatory framework governing the activities of pharmacies in Ukraine; to analyze the provisions of GPP; to investigate the activities of pharmacies and identify potential areas for further development; to develop a program of measures to improve the activity of the pharmacy institution.

Results and discussion.

Basic requirements for modern pharmacy establishments are:

- 1) providing and maintaining a high level of competence of pharmaceutical personnel;
- 2) promoting the rational use of medicines and providing the highest quality pharmaceutical services to pharmacy visitors;
- 3) regulation and documentation of all important processes and operations.

At present, the problematic aspects of the activity of domestic pharmacies can be formulated as follows:

- lack of regular staff training;
- misunderstanding and / or rejection of current requirements;
- low level of staff awareness;
- lack of free access of employees to sources of methodical and educational information;
- difficult ("non-partner") relationships with doctors;
- failure to fully comply with some requirements;
- insufficient regulation of individual operations;
- the absence or formality of some SOPs;
- low motivation of employees.

Vectors of our "Pharmacy optimization programs":

1. Strengthening of staff management (based on the program!), include
 - increasing the motivation and competence of staff, creating conditions for continuous improvement;
 - ensuring the availability of professional literature;
 - staff training on modern requirements (GXP, psychology, marketing, etc.);
 - regular attendance of trainings, seminars, courses, internships;
 - regular meetings of Quality Circles.
2. Improving the services quality (key activities):
 - development of documented procedures for performing all activities;
 - implementation of corporate "Client Communication Policy";
 - expanding the range of services provided by pharmacies;
 - unification of stylistic design of premises of all network pharmacies (standard bright attractive color solutions of interior, showcases, counters, etc.);
 - introduction of a musical accompaniment in the pharmacies (similar to supermarkets: for a good mood and abstraction from diseases and doctors);
 - introducing the uniform dress code for all workers (except for the robe there are other clothes);
 - development of the Appearance Policies;
 - provision of information to hospitals on the available assortment of medicines and medical devices (sending to hospitals "prices" and booklets listing with describe of the pharmacies services);
 - organization of "Quality Circles: for the immediate initiation of work improvement activities in the workplace;
 - introduction of a Database to collect customer information for the purpose of analyzing the contingent (gender, age, amount and range of purchases etc.);
 - expanding the range of consultations provided to clients (except for adverse reactions, compatibility – advice on disease prevention, city hospitals, diagnostic tools, etc.).

This will improve the level of service quality, reduce the number of complaints, increased visitor loyalty and increased the number of customers.

Some of our proposals related pharmacy workflow. We propose:

- structuring the hierarchy of company documents (development of a single Register of documentation),
- organize all documents that are developed at different times by different people with different approaches;
- introduce uniform requirements for writing SOPs and provide training of staff on handling these procedures;
- create a single computer network for communication between pharmacies and the office on-line.

The development of SOPs for all important activities offers a number of advantages:

- possibility of effective training of employees;
- reducing staff errors;
- reduce the risk of implementation substandard and / or counterfeit medicines.

We have developed the Procedure for executing of Customer Engagement process (this activity is often not regulated in domestic pharmacies). The procedure establishes a conditions for effective determination of customer satisfaction and response to their complaints and suggestions.

As part of the implementation of the Customer Engagement process, a questionnaire was developed to determine customer satisfaction. The process of questioning and processing the obtained results is now being established. All willing clients of different sex and age, at different times and days of the week, are subject to questioning in all pharmacies of network. It is planned to interview about 500 people, then analyze the data and develop improvement measures. Questionnaires are scheduled each season (customer needs and questionnaires may vary).

Conclusions. Considering the above, it can be concluded that activity of domestic pharmacies needs improvement. This is due to both increased regulatory requirements and significant competition in the pharmaceutical market.

In the framework of our research we have done the following:

- The normative documentation regulating the activity of the pharmacy institution was studied.
- The successful experience of the activity of the subjects of the national pharmaceutical market is analyzed.
- The activity of some pharmacy networks is critically analyzed.
- Measures have been developed to optimize the activities of typical pharmacies, which include proposals for staffing, infrastructure improvement, use of information technology, regulation and documentation of important processes, and more.
- Implementation of the proposals will improve the quality of customer service and improve the pharmacy processes at a higher level.

ELEMENTS OF HACCP IMPLEMENTATION IN THE STUDENT FOOD COMPLEX

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Introduction. One of the factors that have the greatest impact on the human body and health is nutrition. A considerable number of students attend the NUPh Nutrition Complex, which requires the creation of appropriate conditions for the organization of their complete and safe nutrition.