

3. Крамарьов С. О., Закордонець Л. В. Кашель у дітей. Можливості лікування. *Сучасна педіатрія*. 2018. 4(92). С. 98–104.
4. Портал для пошуку та бронювання фармацевтичної продукції в Україні Tabletki.ua. URL: <https://tabletki.ua/>
5. Спеціалізоване медичне інтернет-видання для лікарів, провізорів, фармацевтів, студентів медичних і фармацевтичних вузів «Компендіум». URL: <https://compendium.com.ua/atc/>.
6. Єфімова С. В., Мацюра О. І. Симптом кашлю в практиці лікаря-педіатра: сучасні аспекти вибору муколітичної терапії. *Сучасна педіатрія*. 2015. Т. 2 № 66. С. 48–51.
7. Overview of the Management of Cough. Guideline and Expert Panel Report / R. S. Irwin et al. *Chest journal*. – 2017. №146 (4). P. 885–889.
8. Respiratory disease in pregnancy. N. Mehta et al. *Best Practice & Research Clinical Obstetrics & Gynaecology*. 2015. No. 5. P. 598–611.

UDK 615.12: 339.137

EVALUATION OF CRITERIA FOR SUCCESSFUL MANAGEMENT OF PHARMACIES

**Bondarieva I.V., Malyi V.V., Chehrynets A.A., Malinina N.G.,
Omar El Menouar**

*National University of Pharmacy
Kharkiv, Ukraine*

*Department of Pharmaceutical Management and Marketing
fmm@nuph.edu.ua*

Abstract. The aim is to evaluate the criteria for successful management of pharmacies.

Materials and methods: a comprehensive survey involving 27 employees of the pharmacies was conducted for evaluation of criteria for successful management of pharmacies.

Results and discussion: It was determined that the actual responsibilities of the heads of pharmacy did not align with their prescribed job descriptions. Pharmacy managers predominantly concentrated on organizational and administrative functions, allocating significantly less attention to personnel management and interactions with the institution's partners. The introduction of timekeeping systems exposed inefficient use of managerial time, characterized by a near absence of structured activity planning. The primary occupation of pharmacy managers was computer-related tasks (comprising 21% of their workload).

Conclusion: Criteria for successful management of pharmacies were evaluated.

Key words: evaluation, criteria, management, pharmacy.

УДК 615.12: 339.137

ОЦІНКА КРИТЕРІЇВ УСПІШНОГО УПРАВЛІННЯ АПТЕКАМИ

Бондарєва І.В., Малий В.В., Чегринєць А.А., Малініна Н.Г.,

Омар Ель Менуар

Мета – оцінити критерії успішного управління аптекою.

Матеріали та методи: проведено комплексне опитування 27 співробітників аптек для оцінки критеріїв успішного управління аптекою.

Результати та обговорення. Виявлено, що фактичні обов'язки завідувачів аптек не відповідали встановленим посадовим інструкціям. Керівники аптек переважно зосереджувалися на організаційно-адміністративних функціях, значно менше уваги приділяли управлінню персоналом та взаємодії з партнерами закладу. Впровадження систем обліку часу виявило неефективне використання управлінського часу, що характеризується практичною відсутністю структурованого планування діяльності. Основним заняттям керівників аптек були роботи, пов'язані з задачами на комп'ютері (що становить 21% їх робочого навантаження).

Висновок. Оцінено критерії успішного управління аптечними закладами.

Ключові слова: оцінка, критерії, менеджмент, фармація.

Introduction: In the dynamic and ever-evolving sphere of healthcare, pharmacies play a pivotal role in ensuring the well-being of individuals and communities. As healthcare hubs, pharmacies are not just places where medications are dispensed, but also crucial points of interaction between patients and healthcare providers. The successful management of pharmacies is essential for the efficient and safe delivery of healthcare services, as well as for the sustainability and profitability of these vital establishments.

Pharmacy management encompasses a broad spectrum of activities, from inventory control and staff management to regulatory compliance and patient care. In an era marked by technological advancements, shifting demographics, and evolving healthcare policies, the criteria for achieving success in pharmacy management have become increasingly complex. To navigate this multifaceted environment successfully, pharmacists and pharmacy administrators must constantly evaluate and adapt their strategies and practices.

Aim: evaluation of criteria for successful management of pharmacies.

Materials and methods. In our investigation of evaluation of criteria for successful management of pharmacy management, we conducted a comprehensive survey involving 27 employees of the pharmacies.

Results and discussion. The results revealed a stark gender disparity among the respondents, with 97% being female and a mere 3% being male.

Our findings unveiled a diverse spectrum of experience levels within the surveyed pharmacy managers. Merely 13% of respondents had up to 5 years of work experience, while 10% had between 6 and 15 years, and a substantial 77% had 16 or

more years of experience. Furthermore, the workforce in these pharmacy institutions varied, with more than 20 employees being employed in some, while 89% of pharmacies had a staff of 5 to 10 employees, and the remaining 11% had more than 10 employees.

Surprisingly, it was evident that the actual responsibilities of the heads of pharmacy structural divisions did not align with their prescribed job descriptions. Pharmacy managers predominantly concentrated on organizational and administrative functions, allocating significantly less attention to personnel management and interactions with the institution's partners. This perception led them to believe that these aspects were the exclusive domain of the central apparatus employees within the pharmacy institution.

The introduction of timekeeping systems exposed inefficient use of managerial time, characterized by a near absence of structured activity planning. The primary occupation of pharmacy managers was computer-related tasks (comprising 21% of their workload), which involved the processing of medical and pharmaceutical applications, as well as the management of incoming goods and document processing. Managers also dedicated substantial time to visitor assistance, inventory management, and staff communication, accounting for 13%, 12%, and 11% of their work hours, respectively. Furthermore, managers allocated 9% of their time to telephone conversations, 8% to liaising with sales representatives, 5% to preparatory and concluding tasks, 3% to unregulated breaks, and 2% to receiving goods from suppliers.

The study revealed that heads played a more active role in specific areas such as the selection and ordering of goods (33%), pricing (29%), personnel management (27%), and information and consultation activities (11%).

Additionally, it was observed that 35% of the responsibilities related to communication with partners were delegated to the central apparatus employees of pharmacy institutions.

Furthermore, 77% of pharmacy managers entrusted authority to their deputies. It was evident that a significant majority of pharmacy managers (86%) regarded their professional workload as high, while 10% considered it to be of average intensity, and only 4% reported low professional workload. Equally noteworthy was the revelation that only 51% of managers believed they maintained a high level of work organization, while 39% described their work organization as average, and 10% admitted to a low level of work organization within the pharmacy business.

The modern pharmacy is a hub of healthcare services, far more than just a place to pick up prescribed medications. It's a dynamic and evolving space that demands a unique blend of skills and competencies to deliver optimal care to the patients who rely on it. The criteria for success in pharmacy management are not static but rather adaptive to the evolving healthcare ecosystem.

To understand and evaluate these criteria, it's imperative to consider the following key aspects:

Patient-Centered Care: At the core of pharmacy management success is a focus on patient well-being. Pharmacies need to provide not just medications but also

health consultations and support. Successful pharmacy management entails putting patients' needs at the forefront, offering personalized care, and fostering a sense of trust and reliability.

Regulatory Compliance: The pharmaceutical industry is heavily regulated, and adherence to these regulations is non-negotiable. Success in pharmacy management is closely tied to staying up-to-date with the latest regulatory changes and maintaining rigorous compliance in all operations.

Efficient Inventory Management: The ability to manage inventory effectively is a hallmark of successful pharmacy management. Striking a balance between keeping adequate stock and minimizing wastage or expiration of medicines is a delicate art.

Staff Training and Development: Pharmacy staff are the backbone of operations. A well-trained and motivated team is essential for delivering high-quality patient care and maintaining operational efficiency.

Technological Integration: The integration of modern technology, such as electronic health records and automated prescription filling, is vital for managing large volumes of information, ensuring safety, and improving the overall patient experience.

Financial Sustainability: Successful pharmacies need to find the right balance between providing affordable healthcare services and maintaining profitability. Sound financial management is crucial for long-term sustainability.

Community Engagement: Building strong relationships within the local community is vital for a pharmacy's success. This entails not just providing services but also being actively involved in health education and awareness programs.

In order to support the enthusiasm and effective work of pharmacy employees, the initiative and the team's desire for development, the manager of the pharmacy must: consciously approach the formation of the pharmacy staff, taking into account the needs of the organization itself and taking into account the characteristics of each member of the team; employee motivation techniques; create an effective system of remuneration with bonuses and incentives; setting work goals of employees, supporting their implementation, determining results by various methods; is able to identify the "weaknesses" of his employees and work with them; identify the potential of individual employees and work on their development; management of changes in the institution.

The manager's responsibility lies in the plane of a large number of processes occurring simultaneously. The success of the organization depends on how it structures work, how it makes decisions, draws conclusions, plans the company's activities, adapts to changes in the internal and external environment.

The effectiveness of the manager's work is evaluated by the results of the company's activities, which directly depend on his ability to see the whole picture. For this, it is necessary to know the methods of strategic planning, market analysis and marketing research, as well as to have time management tools, team building and negotiation skills.

Effective management begins with the understanding that the work of the institution and its structural divisions is a set of simultaneous processes that must be given equal attention. If one activity process is neglected, all other parts of the system can be compromised.

Therefore, the existing volume and existing structure of functional capabilities of heads of departments of pharmacy institutions do not fully ensure the quality of pharmaceutical care and often do not correspond to job instructions. The identified imbalance of legal certainty of professional activity makes it difficult for management specialists to fully realize their professional goals.

It is necessary to implement the following measures: creation of optimal organizational and management conditions at the workplace for the development of professional competencies of pharmacy managers, their involvement in the management processes of the entire institution; improvement of the regulatory framework of pharmaceutical activity, clear definition of tasks and rights of specialists; raising the status of pharmaceutical higher education, forming a demand for competent, professionally competent and responsible professional managers.

Conclusions. The implementation of timekeeping systems exposed inefficiencies in time management, with a notable proportion of time devoted to computer work and other administrative tasks. Optimizing this time usage could enhance overall productivity and patient care. It was also evident that pharmacy managers play crucial roles in areas such as product selection, pricing, personnel management, and information and consultation services, reinforcing the importance of their multifaceted skill set.

A particularly interesting trend was the delegation of partner communication responsibilities to central apparatus employees. This distribution of duties can be a strategic decision, but it warrants careful consideration.

The self-assessment of workload and work organization levels provided insight into the perceived pressures and efficiencies within pharmacy management. A substantial majority of pharmacy managers rated their workload as high, highlighting the demanding nature of their roles. Moreover, only half believed they maintained a high level of work organization, suggesting room for improvement in operational processes.

As pharmacies stand at the intersection of healthcare and patient well-being, success in pharmacy management hinges on a blend of competencies. To excel in this dynamic environment, a pharmacy manager must adopt a patient-centered approach, ensure strict regulatory compliance, master efficient inventory management, nurture a well-trained staff, integrate modern technology, manage finances effectively, and actively engage with the local community.

The most important criteria for successful pharmacy management can vary depending on the specific context and goals of the pharmacy. However, some core criteria stand out as universally essential for effective management: patient-centered care; regulatory compliance; efficient inventory management; staff training and develop-

ment; technological integration; financial sustainability; time management; effective communication; data security and privacy; strategic planning.

These criteria collectively establish a solid foundation for successful pharmacy management. While other factors and criteria are also important, these core elements should be prioritized to ensure the delivery of high-quality patient care, regulatory compliance, financial stability, and operational efficiency in a pharmacy setting.

In conclusion, successful pharmacy management is a dynamic and ever-evolving pursuit, shaped by the interplay of multiple factors. The criteria for success may shift, but the unwavering commitment to the health and satisfaction of patients remains constant. Pharmacy managers will continue to be the guardians of health and well-being, adapting and evolving to meet the diverse needs of their communities.

REFERENCES

1. Малий В.В., Бондарєва І.В., Заїченко Н.І. Аналіз напрямків підвищення ефективності праці в аптечних закладах // Професійний менеджмент в сучасних умовах розвитку ринку: матеріали ІХ науково-практичної конференції з міжнародною участю (1 листопада 2020 р., м. Харків) : Збірник. Х.: Монограф. С. 271-272.
2. Bondarieva, I., Malyi, V., Posilkina, O., Mala, Z., Nessonova, M. (2021). Scientific and methodological approaches to modeling the optimal strategy for increasing the competitiveness of pharmacy chains of different sizes. *ScienceRise: Pharmaceutical Science*, 4 (32), 59–66.

УДК: 615.1/2: 33 (075.8)

АНАЛІЗ АСОРТИМЕНТУ, ОБСЯГІВ ТА СТРУКТУРИ РЕАЛІЗАЦІЇ НА ФАРМАЦЕВТИЧНОМУ РИНКУ УКРАЇНИ ЛІКАРСЬКИХ ЗАСОБІВ ДЛЯ ЛІКУВАННЯ ФУНКЦІОНАЛЬНИХ ШЛУНКОВО-КИШКОВИХ РОЗЛАДІВ

Герасимова О.О., Ткачова О.В., Гордієнко Т.С.

*Національний фармацевтичний університет,
м. Харків, Україна*

*Кафедра фармацевтичного менеджменту та маркетингу
o.a.gerasymova@gmail.com*

Мета. Визначити асортимент, обсяги та структуру реалізації лікарських засобів для лікування функціональних шлунково-кишкових розладів в Україні у 2020-2022 роках.

Матеріали та методи. Об'єктами дослідження стали представники групи А03 «Засоби, що застосовуються у разі функціональних шлунково-кишкових розладів», присутні на українському фармацевтичному ринку у 2020-2022 роках. В роботі використані методи маркетингового дослідження фармацевтичного рин-