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**Exploring approaches to change management in pharmacy operations**

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It was determined that change process, consisting of preparation, management, and regulation, necessitates active participation and a thorough diagnosis of the pharmacy's organization's state. Change management should be rooted in established technologies, incorporating functions like planning, organization, motivation, and control.

At the organizational level, various approaches — process, system, situational, behavioral, contextual, competent, and adaptive — can be applied. Specific change management approaches include a comprehensive approach, informatization, program-target, and socio-psychological approaches.

**Key words:** principles, change management, approaches, pharmacy, organizational development, adaptability, sustainability.

**Formulation of the problem.** Management of changes in the pharmacy sector in modern conditions is a key aspect of ensuring the sustainability and competitiveness of pharmacy establishments. Systematic and rapid changes in the field of health care, the rules of drug trade, as well as the demands of consumers present pharmacy institutions with the task of adaptation and effective implementation of innovations.

It is important to understand that change management in pharmacies is not limited to the introduction of new technologies or changes in work processes. It is also about adapting to the rapid development of medical science, increasing competition in market conditions and changes in consumer aspirations.

The need for a thorough study of the theoretical foundations of change management in the pharmacy field becomes relevant due to several key factors. First, a large number of pharmacies are exposed to a variety of external factors, such as legislative changes, medical innovations and increasing consumer demands. These factors create the need for urgent adaptations to ensure high-quality and efficient provision of medical services.

Secondly, the increase in competition in the pharmacy industry emphasizes the importance of continuous improvement and implementation of innovative solutions to ensure satisfaction of consumer needs and maintain market leadership. The need to respond to change at a rapid pace requires a systematic and reasoned approach to change management in pharmacies.

Thus, the study of the theoretical foundations of change management in the pharmacy sector becomes a strategically important task to ensure the successful functioning of pharmacy institutions in modern conditions. A deeper understanding and improvement of change management approaches can be a key factor in improving the efficiency and competitiveness of the pharmacy industry.

**Analysis of recent research and publications.** Recent research and publications in the field of pharmacy change management point to several key trends and findings that are important for further research and improvement of pharmacy management practices. Some studies emphasize the importance of considering legislative and regulatory changes in the context of change management in the pharmacy industry. Changes in legal regulations and standards can significantly affect change management strategies and processes in pharmacy institutions. Recent studies indicate that successful change management in pharmacies is not possible without the integration of technological innovation. The use of electronic inventory management systems, improved accounting processes and the implementation of electronic medical prescriptions are identified as key factors contributing to changes in pharmacies. Some studies emphasize the importance of effective communication and staff involvement in the change management process. Highlighting the importance of a partnership between management and staff to successfully implement

change. Given the growing role of the patient in the modern medical system, studies emphasize the importance of adapting pharmacies to new consumer trends. Pharmacy staff should be prepared to provide consultation and educational services for patients. Some studies examine the economic aspects of change management in the pharmacy industry, including the impact of global economic factors such as the pandemic on pharmacy strategies and financial health. The main conclusions from the latest research indicate the need to adapt pharmacies to changes in legislation, technology and consumer needs. Change management is becoming a key factor for ensuring the stability and efficiency of pharmacy institutions in the conditions of constant development of the medical and economic spheres. Consideration of these findings is important for further research and development of change management strategies in pharmacies.

**Highlighting previously unresolved parts of the overall problem.**

Undisputed aspects of change management in pharmacies constitute a significant object for further research. There is a lack of research on the impact of sociocultural factors on the effectiveness of change management in pharmacies, including consideration of differences in consumer practices and health attitudes. Examining how active patient involvement can influence change management in pharmacy remains an understudied area. Optimal strategies for the successful integration of innovations in pharmacy institutions and their impact on ensuring the quality of medical services have not been determined. The issues of personnel training for changes and the development of effective training programs remain open. Optimal risk management models related to changes in pharmacies, including medication errors and financial risks, have not been determined.

Identifying these unresolved aspects allows for the identification of gaps in the scientific literature and points to opportunities for new discoveries and further research in the field of pharmacy change management. A fuller implementation of these aspects can contribute to the development of effective change management strategies that consider the complex challenges and needs of the modern pharmaceutical sector.

**The aim** is to explore approaches to change management in pharmacy operations.

**Presentation of the main research material.** Effective functioning of the organization is inseparable from stable and long-term development, and the management of organizational changes plays an important role in this process. Analysis of the experience of domestic and international organizations emphasizes the importance of timely and effective implementation of changes not only during economic growth, but also in the context of overcoming crisis phenomena [1].

The main goal of changes in the organization is to reform the authorities, using the management system for the gradual implementation of transformations aimed at ensuring sustainable development. It should be noted that the problem of managing organizational changes in structures at the current stage is insufficiently researched, and the existing methods of implementing changes do not always meet modern requirements [2].

A favorable environment caused by dynamic development, the influence of a number of factors on organizations and the implementation of decentralization processes in Ukraine pose the task of immediately responding to situational changes. Accelerated and effective adaptation to new conditions is a key factor that allows increasing the efficiency of the public management system and guarantees its future development. In this context, there is a need to focus on the issue of effective change management in organizations to ensure not only their viability, but also a high level of adaptability to constant transformations in the modern socio-economic environment.

Development and change are important components of any organization. During its functioning, there is a need to establish a balance between changes and relative stabilization. Some changes occur as obvious results of internal decisions, others may be due to external intervention, and some may only be predicted. Changes, whether they were planned or not, are always accompanied by certain consequences for the organization, so it is important to successfully manage these

processes. To effectively manage changes in a public organization, it is necessary to systematize and structure this process.

The structure of the change process is a multi-stage and iterative system that includes three key stages: preparation for change, management of change, and regulation and consolidation of change.

Development and changes are not only the initiative of the management, but also the active participation of the future participants of the changes. At this stage, it is recommended to carry out a diagnosis of the state of the organization. To achieve successful changes, it is important to analyze the causes of future changes, evaluate positive and negative aspects, clearly formulate the goals of changes, and then implement them [1].

Own change management should be based on change management technologies and implemented through general management functions such as planning, organization (including providing support for change and overcoming resistance), formation of a motivation system and control.

Adjustment and consolidation of changes include gathering information about the implemented changes, identifying problems in the implementation of changes and applying corrective actions. The management aspect determines which approaches will be used by the management during the implementation of changes in the organization.

At the level of an individual organization, including public ones, various approaches can be applied, such as:

- ✓ Process – considers change management as a process of implementation of known management functions;
- ✓ System – defines the mechanism of building relations between the organization and the environment through the influence of the environment on the organization and vice versa;
- ✓ Situational – considers elements such as management's understanding of the need for change, anticipation of consequences and determination of factors influencing the choice of an effective method;

✓ Behavioral – is based on the unity of employees in the process of implementing changes and is determined by the attitude of employees to the goals and methods of implementing changes;

✓ Contextual – considers the analysis of the external and internal context of the organization, determining opportunities and directions for implementing changes [2].

✓ A competent approach involves the active involvement of employees equipped with the necessary professional abilities and skills to achieve the defined goals and objectives of the changes.

✓ An adaptive approach covers the process of adapting the organization to changes and dynamics of the external environment.

In general, management in organizations has its own characteristics. This includes paying significant attention to the achievement of results and personal responsibility of managers, rejection of classic bureaucracy, orientation towards creating more flexible organizations, clear definition of organizational goals and establishment of indicators of quality and efficiency of activity. It is also important to focus on the use of change management models in the activities of organizations.

Considering this, in addition to the above-mentioned approaches, it is advisable to highlight specific approaches to change management in organizations [1]:

✓ A comprehensive approach that simultaneously considers the urgent needs of the organization and ensures balanced activities of state and private bodies;

✓ An informatization approach based on the principle of universal informatization, which should be implemented in the context of openness and transparency of the activities of a public organization;

✓ Program-target approach, which involves the use of the program-target method of forming local budgets;

✓ A socio-psychological approach aimed at creating conditions for implementing changes using behavioral mechanisms.

## **Conclusions**

In conclusion, effective organizational functioning and long-term development hinge on adept change management. The study underscores the crucial role of timely and efficient implementation of changes, especially during crises. Despite the dynamic environment and decentralization processes in Ukraine, organizations must adapt swiftly to ensure the efficiency of the public management system.

The change process, consisting of preparation, management, and regulation, necessitates active participation and a thorough diagnosis of the organization's state. Change management should be rooted in established technologies, incorporating functions like planning, organization, motivation, and control.

At the organizational level, various approaches — process, system, situational, behavioral, contextual, competent, and adaptive — can be applied. Specific change management approaches include a comprehensive approach, informatization, program-target, and socio-psychological approaches.

In summary, effective management requires a departure from classic bureaucracy, a focus on flexibility, and the use of change management models. Bridging research gaps, aligning methodologies with contemporary needs, and exploring innovative approaches are crucial for organizational success amid constant transformation. This ensures organizations not only survive but thrive in the evolving socio-economic landscape.

**Prospects for further research.** Directions for further research include: researching the impact of socio-cultural aspects on change management in pharmacies and developing strategies to adapt to different consumer practices and beliefs; creating more effective and integrated change management systems that take into account legislative, technological and social challenges; consideration of the economic aspects of change management in the pharmacy industry, particularly in the context of global economic changes and their impact on the financial sustainability of pharmacies; exploring opportunities to include patients in the change management process to improve service quality and increase customer satisfaction.

Expanding and deepening these aspects of research can bring new generalizations and expand understanding of effective change management strategies in the pharmacy field.

### **List of used sources of information**

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### **Дослідження підходів до управління змінами в аптечній діяльності**

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Визначено, що процес змін, який складається з підготовки, управління та регулювання, потребує активної участі та ретельної діагностики стану аптечної організації. Управління змінами має ґрунтуватися на усталених технологіях, включаючи такі функції, як планування, організація, мотивація та контроль. На організаційному рівні можуть бути застосовані різні підходи — процесний, системний, ситуаційний, поведінковий, контекстний, компетентнісний та адаптивний. Конкретні підходи до управління змінами включають комплексний підхід, інформатизаційний, програмно-цільовий та соціально-психологічний підходи.

**Ключові слова:** принципи, управління змінами, підходи, аптека, організаційний розвиток, адаптивність, стійкість.