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innovations**

**(CE of Ternopil regional council “Ternopil regional pharmacy № 78 as a case
study)**

Performed by a student, of the group IBUm - 62
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Abstract

Ramahe Abdullah Tx. Sabar: Organization of work and enterprise activity planning based on innovations (CE of Ternopil regional council “Ternopil regional pharmacy № 78 as a case study) – Ternopil Ivan Puluj National Technical University: TNTU 2020.

The explanatory note to the master's qualification work consists of 76 pages, a list of sources used with 90 items, contains 2 tables, 8 figures, 7 appendices. The structure of the work consists of an introduction, four chapters, conclusions to each section, general conclusions.

The work is devoted to the study of the pharmaceutical industry, in particular, the question of improving the activity of pharmacies is becoming more acute. (CE of Ternopil regional council “Ternopil regional pharmacy № 78 as a case study)

To implement the tasks in the study, the following research methods were used: analysis of scientific sources, comparative analysis, statistical method, method of own observations, method of generalization.

Key words: enterprise, analysis, planning, improving, Pharmaceutical, directions innovations.

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INTRODUCTION

Actuality of theme. The rapid development of the pharmaceutical industry of Ukraine is accompanied by an increase in the number of pharmacies, a significant increase in competition in the market. Therefore, in the struggle for customers, the quality of their service during the purchase becomes important. This applies to all areas of retail trade and services to the population in Ukraine, including the provision of comfortable conditions for consumers to purchase medicines and medical supplies. It is well known that actual and potential buyers of Ukraine are determined by limited solvency compared to the population of Western countries. Therefore, modern pharmacies have to win over their customers, retain existing, regular visitors and attract new ones who visit competing pharmacies.

Today, the range of pharmacies is formed not only by medicines and medical devices, but also by various biologically active additives, cosmetic products, hygiene items, and childcare products. As a result, consumers have the opportunity to choose the pharmacy that will best meet their needs. Therefore, pharmacies have to make significant efforts to attract customers, maintain competitiveness and achieve maximum profits. Along with the expansion of the assortment policy, there is a need to actively involve innovative components in the process of selling medicines.

The degree of research of the problem. The issue of organizing the functional activity of pharmaceutical institutions, in particular, in the implementation of the Concept of development of the pharmaceutical sector of health care in Ukraine, is in the field of scientific research of many domestic scientists, such as: Nemchenko AS, Nazarkina VM, Panfilova G. L., Kosyachenko KL, Gala LO, Tolochko VM, Chernykh VP. Systemic institutional and functional aspects of health care management, and pharmaceutical institutions, including, are studied by such scientists as: Golyachenko OM, Zhelyuk TL, Zhukovskaya AY, Moroz VM, Karamishev DV, Radish YF, Shevtsov VG and others. However, some aspects of the scientific basis for improving the planning of pharmaceutical institutions in the context of the implementation of medical reforms in Ukraine still need additional research, which determined the relevance of the final qualification work.

The purpose of the work is to develop theoretical principles and develop practical recommendations for improving the planning of the pharmaceutical institution. In accordance with the defined goal in the final qualifying work the following tasks are set and solved:

- to determine the essence and main tasks of planning the activities of a pharmaceutical institution in terms of reforming the medical field;
- to characterize the forms and tools of planning the activities of the pharmaceutical institution;
- to carry out the analysis of organizational and functional maintenance of planning of activity of a drugstore;
- evaluate the effectiveness of planning procedures in the studied pharmaceutical institution;
- to analyze the regulation and regulation as tools for planning the activities of a pharmaceutical institution;
- to substantiate the directions of introduction of innovative approaches in the process of planning the activity of a pharmaceutical institution;
- to offer means of application of the eHealth system in technologies of planning of activity of pharmaceutical establishment.

The object of the study is the process of planning the activities of the utility company of the Ternopil Regional Council "Ternopil Regional Pharmacy №78".

The subject of the study is the organizational and functional support and innovative technologies for planning the activities of a pharmaceutical institution.

Research methods. To achieve this goal, general and special research methods were used in the work, in particular: methods of analysis and synthesis; system and factor analysis; historical and logical method; economic-statistical, graphic, program-target method, methods of expert evaluation, forecasting methods and others.

The practical significance of the work is: the possibility of implementing in the activities of pharmacies proposals developed by the author to improve the planning procedures of pharmaceutical institutions with a focus on the result and quality of services in terms of medical reform.

Approbation of the work was carried out in the collection of abstracts of the All-Ukrainian scientific-practical conference CURRENT ISSUES IN MODERN TECHNOLOGIES Book of abstract Volume II of the IX International scientific and technical conference of young researchers and students 25th-26th of November 2020, p.164

Work structure. Thesis consists of an introduction, three sections, conclusions, a list of sources used with 90 items, contains 2 tables, 8 figures, 7 appendices.

CHAPTER 1. THEORETICAL FUNDAMENTALS OF PLANNING THE ACTIVITY OF A PHARMACEUTICAL INSTITUTION

1.1. The essence and main tasks of planning the activities of a pharmaceutical institution in terms of reforming the medical industry

One of the main problems of modern medical organization management is their rapid development and change in accordance with modern market principles of functioning and adaptation to growing social requirements. The external conditions of functioning of a modern pharmaceutical institution require the flexibility of its management system, and hence the formation of an effective organizational and functional structure.

Reforming the health care system of Ukraine, in accordance with the "National Strategy for Building a New Health Care System in Ukraine for the period 2015-2025", is aimed primarily at improving the health of the population (reducing morbidity, mortality, increasing life expectancy and active longevity), as well as optimization of medical care costs; improving the quality of medical care. The implementation of reforms should be carried out on such principles as: fairness; solidarity; focus on improving public health; focus on meeting the just needs of the population; focus on improving the quality of medical care; effectiveness; efficiency; public participation in the formation of health policy [62].

Accordingly, one of the most important areas of reforming and improving the organization of medical institutions is the introduction of innovative approaches to the organization of management activities, as well as to the planning of their functional activities. In general, the planning of the health care system is defined as the justification and development of the appropriate ratio of the needs of the population in medical care, medical supply and sanitary and anti-epidemic services with the possibility of their satisfaction.

All of the above indicates the objective need to improve the functioning of pharmaceutical institutions as one of the system-forming components of health care. As emphasized by Nemchenko AS, Nazarkina VM at the present stage development of the system of pharmaceutical provision of the population "the main task of

pharmacies is to provide the population with qualified full, timely and effective pharmaceutical care in compliance with certain standards that guarantee each patient consumption of drugs that individually meets the medical case and allows effective and safe pharmacotherapy" [53].

Modern scientific and methodological approaches, in particular Gala L.O. human, prevention and treatment to eliminate physical and, as a consequence, the moral suffering of people regardless of their social and material status in society and other factors "[11].

The application of a systematic approach to improving the functional activities of pharmaceutical institutions is based on the study of the components of pharmaceutical care (Fig. 1.1.): The main component of pharmaceutical care is to provide the population with medicines and medical devices. The organization of this process in accordance with the requirements of international standards allows to form basic socio-economic guarantees for the provision of affordable and quality pharmaceutical care to all citizens in need..

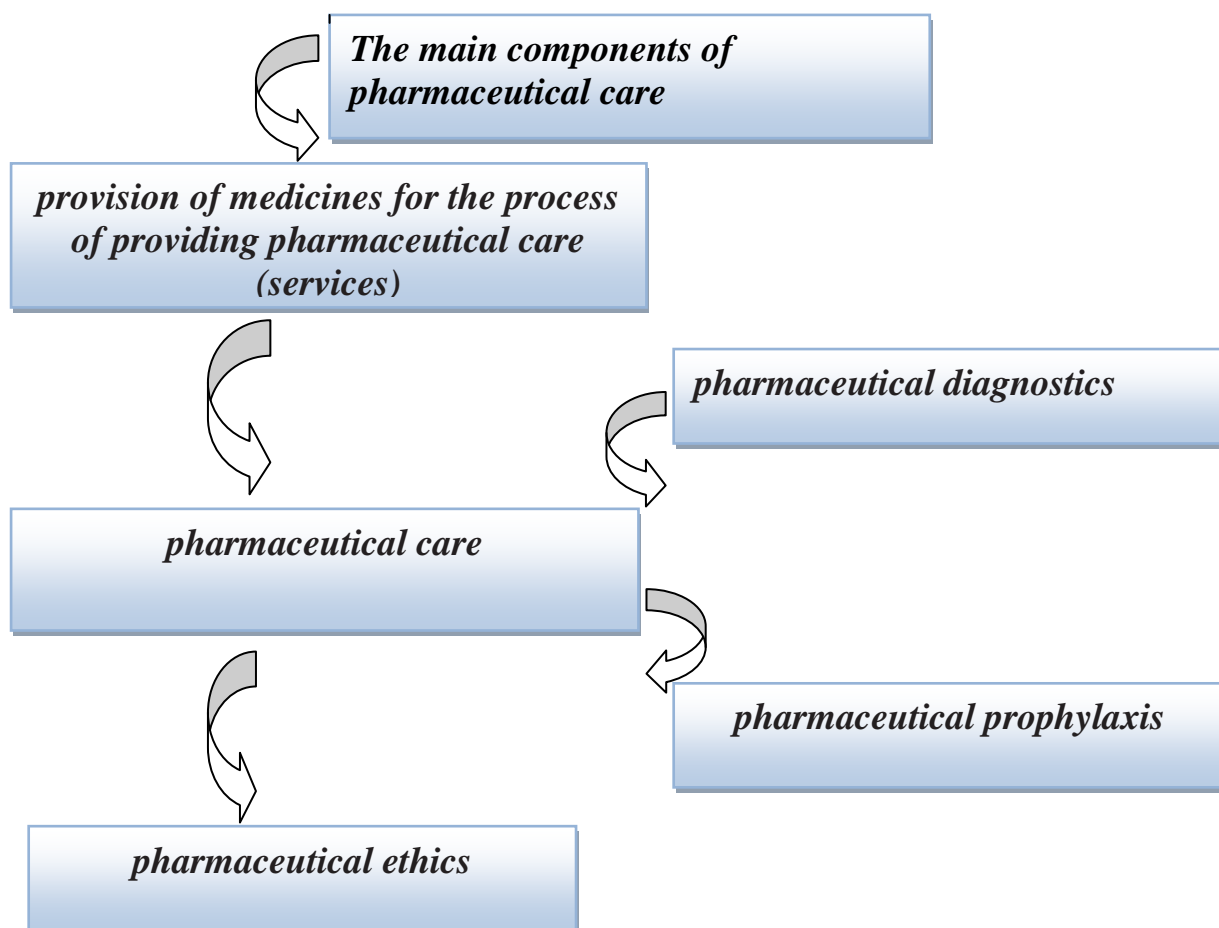


Fig. 1.1. System of pharmaceutical assistance to the population

Note. Formed by the author

Modern processes of development of society, and in particular, the medical industry, require the need to improve the organization of its activities in accordance with the new requirements and demands of citizens, as well as the introduction of global approaches to the provision of pharmaceutical services.

In particular, the standards of good pharmacy practice (GPP), which are actively used in world practice and are implemented in Ukraine, have their main task - to improve human health in general and the rational use of drugs in providing pharmaceutical services to patients to solve their problems. health in each case, which provides:

- 1) constant readiness to help the patient, both in the case when he has a doctor's prescription of drugs, as well as without him;
- 2) identification and resolution of health problems; health prevention;
- 3) guarantee of effective and safe use of medicines;
- 4) responsibility in terms of rational use of limited resources of the health care system [53].

– Based on the methodological principle of a systematic approach to organizational and planning and management decisions, the work of pharmaceutical institutions should be directed primarily to address the following tasks:

- improving the management of the pharmaceutical institution and support services;
- increasing the level of organizational activity, further strengthening of labor and production discipline;
- - continuous improvement of leadership style and methods, further improvement of organizational and methodological and consulting activities;
- - orderly planning and control over the implementation of planning documents;
- further improvement and introduction of new methods of customer service for pharmaceutical services;

- improving the efficiency and quality of pharmaceutical activities;
- ensuring the regime of efficient use of resources;
- observance of financial discipline, establishment of control over purposeful use of budgetary allocations;
- improving work with letters, complaints and applications of citizens.

Given the above, it should be emphasized that in the management system of the pharmaceutical institution the use of planning tools allows management to agree on priorities, goals and methods of activity in these areas and, using the available potential and resources of the organization to achieve the desired results.

Accordingly, as rightly emphasizes Lavrov LA, "planning the activities of the organization - is a direct management function, which is to define and systematize the goals of the organization and its structural units and specify the tasks, means and sequence of their achievement, detailing material, labor, financial and other resources needed to solve the tasks. " [42]

- Based on the methodological principles of planning in the organization, such as: system, complexity, flexibility, scientific feasibility, cost-effectiveness, balance, specificity, adaptability, etc., the administrative apparatus of the pharmaceutical institution receives an effective management tool - a system of strategic, current and operational planning, basic whose goals are aimed at:
 - a comprehensive analysis of the current activities of the pharmacy as a whole and its structural units for the most rational choice of activities; determination of the system of goals and objectives of the pharmaceutical institution;
 - drawing up plans and programs of activity and development;
 - coordination of the activities of structural units of the pharmacy in the formation and implementation of a system of plans;
 - forecasting the sources and amounts of funding for planned activities and areas of effective use of limited resources;
 - identification of possible changes in the market environment that can both positively and negatively affect the functioning of the pharmaceutical institution;

- systematic monitoring of the state of achievement of goals and expected results of a particular pharmacy.
- The study of foreign and domestic experience in the organization of management activities in medical institutions creates a basis for application in the context of improving the organizational procedures of current and operational planning of the pharmaceutical institution - situational and process approaches to planning.
- In particular, planning the activities of a pharmaceutical institution based on a situational approach is based on the fact that in the process of implementing the organization's activities are affected (favorable or unfavorable) a number of changes in the environment, which, in turn, requires planning subjects to have timely skills. anticipate their occurrence and make the most of the organization's opportunities and minimize or eliminate the impact of threatening factors.

The solution of these tasks is based on the principles of situational (adaptive) approach, based on which the plans of the organization and the objectives of its activities are reviewed and adapted to change, ensuring the adequacy of the administration system to the existing conditions of the organization. It should be noted that the emergence of situations of diverse nature inextricably accompanies the planning process at all stages and stages. These situations are problematic are considered when: 1) lead to deviations from the planned goals and indicators, and therefore require their revision and adjustment; 2) pose a threat of destruction of the entire organizational system, so require changes in tactics and even management strategies. [42]

The main task of operational and current planning of the pharmaceutical institution on the basis of situational approach is to prevent crises in the organization in general, or, in case their occurrence is inevitable - to minimize their impact, localize and eliminate adverse factors through rapid response.

Conscious management of planning processes in a medical institution has clear advantages over the spontaneous application of certain procedures. Therefore,

to achieve greater efficiency in the planning system, it is necessary to purposefully apply a process approach.

The planning process is a set of successive actions aimed at achieving the expected result. In general, we can distinguish several stages and stages of planning in the activities of medical (pharmaceutical) organization:

- preparatory stage: initiating the organization of the planning process; division of responsibilities between planning entities; analysis of the environment of the organization, problem identification; justification of the need to use one or another type of plan (or types of plans) to solve the identified problems;
- planning the methodology of plan development: defining the objectives of planning; formation of a working hypothesis and choice of planning methods (or use of the methodology, if any);
- development of the project of the plan: forecasting (prediction) of possible directions of development of a problem situation; identification of alternative directions for solving the problem, conducting calculations to choose the best of them;
- definition of the purposes and tasks of activity of the organization within the limits of the raised problem;
- calculation of the required amount of resources to solve the tasks;
- determination of responsible executors;
- approval (approval) and approval of the draft plan;
- implementation of the plan, in terms of planned goals and objectives;
- monitoring and control over the implementation of goals and objectives defined by the plan;
- adaptation and adjustment of the plan in accordance with the conducted analytical and expert procedures for evaluating the effectiveness of the planning function in the management system of the pharmaceutical institution.

In general, we can say that the effectiveness of the planning function of the pharmaceutical institution is achieved on the basis of compliance with basic requirements, such as: target orientation to provide social guarantees for the

population to receive the necessary pharmaceutical care; consistency of the goals of functioning of health care institutions, medical institutions and organizations at the national, regional and local (local) levels of government, in accordance with the conceptual requirements of medical reform in Ukraine; combination of forecasts and development programs for the current and future periods; scientific validity of the development of the health care sector (including the pharmaceutical sector of the health care sector); ensuring the effective use of material, financial, labor and other resources in the process of ensuring management and functional activities; adequacy of means and resources, allocated to the needs of health care, the needs of the population in receiving medical care and medical and pharmaceutical services.

This requires a high level of organization of management of pharmaceutical institutions, strengthening their material and technical base, improving funding, improving the quality and efficiency of pharmaceutical services.

1.2. Forms and tools for planning the activities of a pharmaceutical institution

Effective and competitive in the market of pharmaceutical services activities of a particular pharmacy is possible only if its management has full analytical and forecast information on market conditions, the tasks of state and local health policy, the health of the population and its needs in providing medical and pharmaceutical services. This information array should be taken as a basis for the management of the pharmaceutical institution, the implementation of its management functions, including - planning functions.

Thus, the main tasks to be solved in the process of planning the activities of a pharmaceutical institution are focused on: a comprehensive analysis of the current activities of the medical organization as a whole and its structural units for the most rational choice of activities; determination of goals of activity for long- and short-term periods; drawing up strategies, programs and development plans; coordination of the activities of structural units of the organization in the formation and implementation of the plan system; forecasting the amount of financial resources and finding their sources; creating opportunities for the formation and implementation of

a resource management system of a medical institution; diagnostics and analysis of market conditions; study of competitors, suppliers and consumers; development of an effective pricing policy; directing the organization of activities to maximize the needs of different categories of the population of the region and the city in demand medicines while complying with the requirements of social protection; effective monitoring and tracking of the level of achievement of set strategic, tactical and operational goals and expected results.

In particular, technical, software and other means can be used to streamline the processes of current and operational planning of the pharmacy. Effective implementation of planning processes in such an organization requires the systematic coordination of all internal organizational plans.

Accordingly, the general scheme of planning the activities of the pharmaceutical institution can be presented in table 1.1.

It should be noted that the procedures for agreeing current and operational plans include the following ways to build planning processes in the medical institution:

- synchronous planning, according to which are carried out simultaneously: the processes of drawing up all kinds of plans in the organization, their approval and parallel implementation. This method is considered the most time consuming and is rarely used in the activities of organizations;

Table 1.1. The scheme of the organization of planning of activity of pharmaceutical establishment

Phase of the planning process	Stages of planning and their content
1. Making management decisions	<p><i>The first stage - the study of information, selection of executors for the preparation of a draft decision and setting them an appropriate task;</i></p> <p><i>The second stage - making a management decision, preparation of a draft decision and its approval;</i></p> <p><i>The third stage is the execution of the management decision, determination of the form of the management document (order, instruction, oral instruction), its approval and delivery to the executors.</i></p>

<p>2. Planning activities to implement the management decision</p>	<p><i>The first stage - determining the purpose of the pharmacy, setting tasks for the team, setting tasks, determining the performers and deadlines, issuing an order to organize the planning process;</i></p> <p><i>The second stage - drawing up a plan, coordinating it with higher institutions, determining the executive information in the approved time, involving specialists in its implementation;</i></p> <p><i>The third stage - registration and approval of the plan, its consideration by the head, adjustment, approval in the relevant authority, reproduction and delivery to the executors.</i></p>
<p>3. Organization of the plan</p>	<p><i>The first stage - the organization of the management system, the definition of the necessary tasks, directions, forms of work of the workforce required for the successful implementation of the plan;</i></p> <p><i>The second stage - mobilization of the team to implement the plan, organization of work, familiarization of performers with the tasks and providing funds for its organization;</i></p> <p><i>The third stage - regulation of the plan, visits of managers and specialists to medical institutions, correction of the plan in case of difficulties in its implementation and elimination of shortcomings, preparation of the plan and its submission to higher authorities, preparation of projects of additional decisions</i></p>
<p>4. Organization of control over the implementation of the plan</p>	<p><i>The first stage - accounting of all organizational and administrative and analytical and planning documents for the implementation of the plan;</i></p> <p><i>The second stage - control over the receipt of operational information on the progress of the plan, control of inspections of the implementation of the plan in the departments of medical institutions of the region (monthly, quarterly),</i></p> <p><i>The third stage is the assessment of the implementation of the plan, the collection of information, the degree of its implementation, the assessment of the team and individual employees to participate in its implementation.</i></p> <p><i>Implementation of statistical and economic-analytical monitoring of the results of the plan implementation.</i></p> <p><i>Development of draft management decisions based on the results of forecasting and planning activities</i></p> <p><i>Deciding on the next cycle of the planning function</i></p>

Note. Formed by the author himself

– consistent planning - involves a certain sequence of plans and, in turn, is divided into: retrograde planning - the construction of planning processes in the organization is carried out by "top-down", ie plans are made first at the highest level

of management, and then goals and indicators regarding their implementation are detailed from top to bottom in the hierarchy. The structural subdivisions of the medical institution receive the plans and accept them for implementation;

– progressive planning - means the construction of planning processes and making plans in the organization in a "bottom-up" way, ie plans and indicators come from the lower hierarchical links and are summarized by higher ones. [42]

In this context, it is worth emphasizing that in the process of planned management of pharmaceutical institutions there are the following main areas: planning the development of the entire health care system at the regional and local levels; planning the work of a separate pharmaceutical institution and its structural units.

Development of planning documents and calculation of relevant indicators, a set of quantitative and qualitative, evaluation and analytical parameters that form the substantive basis of plans of the pharmaceutical institution is carried out primarily on the basis of a set of planning methods and a combination of special procedures, methods and techniques of forecasting planning documents. .

The main methods of planning in the management system of health care facilities include:

method of system analysis;

balance method (aimed at reconciling social needs and resources needed to meet them);

normative method (involves the use of rational, technological, economic and social norms and standards to calculate the planned parameters);

program-target method (involves the development of target programs to ensure sound management decisions and accurate achievement of the goal, taking into account the phased and comprehensive solution of management problems);

economic and statistical method (involves the use of special tools for economic and mathematical forecasting and modeling; economic and statistical analysis, modeling of social processes and networks);

methods of expert assessments (analysis of market conditions, marketing research, sociological research, surveys, public opinion polls, etc.);

special methods of analysis (SWOT-analysis, PEST-analysis, ABC-analysis, the results of which make it possible to take into account the influences of the external and internal environment on the activities of a particular pharmaceutical institution, and on this basis to develop a basis for strategic, tactical and other plans).

In particular, strategic planning for the development of the pharmacy includes solving five main tasks of management: the formation of priorities; distribution of resources (labor, material, financial) by priority areas of activity and types of pharmaceutical care; adaptation to changing environmental factors (actions that improve relationships with consumers of pharmaceutical services, public, government, various organizations); internal coordination of work of all structural divisions, possibility of reorganization and structural regrouping of all economic means for the most effective achievement of the set purposes; development of generalized strategic forecasting, formation of strategic perspectives through definition of the mission of the organization and system combination and mutual coordination of strategic, tactical and operational purposes, and on this basis - development of concrete projects on directions of activity.

– Tactical planning is to define intermediate goals on the way to achieving strategic goals and objectives. Thus means and ways of the decision of problems, use of resources, introduction of innovations are developed in detail. These plans are medium-term in nature and provide for the development of the following planning documents:

- marketing program: marketing plans for the main types and ancillary services provided by the pharmacy
- production program: tasks of realization of medicines in natural and cost expression with the account of increase of quality and market opportunities;
- plan of innovation and scientific and technical activities: measures for the development of new services, introduction of new technology;

- a plan for the organization of labor and human resources: growth of labor productivity, the number of staff by category, the payroll, the average wage of employees, the calculation of the cost of the supplement;

- material and technical support plan: determination of needs in material and technical resources and sources of their provision;

- planning of cost, profit and profitability;

- financial plan: the need for own working capital and tasks to accelerate their turnover; balance of income and expenditure; relationship with the budget, credit relations.

Operational planning is carried out by detailed step-by-step development of operational plans for the organization as a whole and its individual units in the short term, in particular, marketing programs, research plans, production plans, logistics. The main parts of operational plans are calendar plans (monthly, quarterly, semi-annual), which are a detailed specification of goals and objectives set by strategic and tactical plans.

Given the fact that a modern pharmaceutical institution, in particular, as a municipal institution of the regional council, operates as a utility company, in the planning system of its activities a special place is occupied by business planning. Accordingly, a business plan is a document that is designed primarily to attract investment. It includes all the main aspects of the organization: its production, commercial and social problems, expected risks, organization of production and provision of services, management structure, ways to solve financial and economic problems, expected benefits and threats.

In the process of planning the activities of a pharmaceutical institution an important place is occupied by the process of marketing research, above all, the study of market parameters of its main product - drug prices, sales, parameters and structure of stocks, structure and segmentation of demand for drugs.

According to the practice of pharmacies in modern conditions, the market price of medicines sold by them is influenced by a number of factors. Among these factors are: social factors; the ratio of supply and demand parameters; the amount of costs for

the service; profitability indicators; quality requirements and level of compliance with standards; international factors.

Thus, for pharmaceutical companies, the determining factor in the price of medicines is the cost. It should be noted that in Ukraine for all entities the market provides a single procedure for including costs in the cost, which is determined by the provisions of the "Guidelines for the formation of the cost of products (works, services) in industry."

Market pharmaceutical pricing, as a process of price formation of goods, is based on the interaction of demand for drugs and their supply.

The quality factor in the price of medicines includes the high efficiency of the new medicine, the level of its renewal and improvement compared to existing counterparts, the possibility of competition with other drugs, popularity in the market and among physicians, research costs and, last but not least, the complexity of technology and production costs.

The purpose of a pharmaceutical institution as a utility company is to make a profit, subject to a certain system of paying taxes (including social taxes, such as a single social contribution, etc.). Taking into account social and international factors in the pricing of medicines is also based on the study of foreign experience in regulating the pharmaceutical market. For example, in order to create a single internal market for medicines, most countries of the European Community have adopted legislation to regulate the prices of pharmaceutical products. In particular, the EU Commission Communication (86 / C310 / 08) states that the pharmaceutical market has the following special features:

- the end user (patient) has almost no influence on the choice of prescription drugs, which are often indispensable in treatment;
- the consumer choosing drugs independently, as a rule, does not have the necessary information for a comparative assessment of economic efficiency and conformity of pharmacotherapeutic properties to their price;
- availability on the market of new patented drugs at monopolistically high prices due to the continuous intensification of research in pharmacy;

- the desire to recover faster encourages the consumer to buy expensive drugs, so even if there is competition in the market, pharmaceutical companies have the opportunity to gradually increase prices;

- the defining forms of competition in the market are the intensification of research and advertising activities; significant monopolization of production and sales;

- the cost of medical care is reimbursed not only by the patient but also by social institutions. [53]

Thus, the process of planning the functional activities of pharmaceutical institutions should, in our opinion, be based on modern methodological approaches and principles; and take into account the possibility of implementing foreign management experience in the pharmaceutical services market.

Conclusions to section 1.

Among the areas of reforming and improving the organization of medical institutions in the context of medical reform are the introduction of innovative approaches to the organization and planning of their functional activities. Health system planning is defined as the justification and development of an appropriate ratio of the needs of the population in medical care, medical care and sanitary and anti-epidemic services with the possibility of meeting them.

The main task of pharmaceutical institutions, as one of the system-forming components of health care, is to provide the population with qualified full, timely and effective pharmaceutical care in accordance with certain standards that guarantee each patient consumption of drugs that individually meets the medical case and allows effective and safe pharmacotherapy.

Conceptual principles of innovation of administrative activity apply to all components of pharmaceutical care to the population: provision of medicines to the process of providing pharmaceutical care (services); pharmaceutical diagnostics; pharmaceutical care; pharmaceutical prevention; pharmaceutical ethics.

The process of planning the activities of a modern pharmaceutical institution is focused on the effective implementation of a system of management

procedures, such as: a comprehensive analysis of the current activities of the medical organization as a whole and its structural units for the most rational choice of activities; determination of targets for long- and short-term periods; drawing up strategies, programs and development plans; coordination of the activities of structural units of the organization in the formation and implementation of a system of plans; forecasting the volume of financial resources and finding them sources; creating opportunities for the formation and implementation of a resource management system of a pharmaceutical institution; diagnostics and analysis of market conditions; study of competitors, suppliers and consumers; development of an effective pricing policy; the direction of the organization of activity on the maximum satisfaction of needs of various categories of the population of area and the city in the demanded medicines at simultaneous observance of requirements of social protection of the population; effective level monitoring and tracking achievement of set strategic, tactical and operational goals and expected results.

The effectiveness of the processes of planning the functional activities of the pharmaceutical institution is achieved on the basis of a high level of organization of pharmacy management, strengthening its material and technical base, improving funding, improving the quality and efficiency of pharmaceutical services.

CHAPTER 2. SYSTEM ANALYSIS AND EVALUATION OF PLANNING OF ACTIVITY OF CE TRC"TERNOPIL REGIONAL PHARMACY №78"

2.1. Analysis of organizational and functional support for planning the activities of the pharmacy

Effective management of a pharmaceutical institution, effective implementation of management processes and achievement of the goals of its operation are based, first of all, on the appropriate organization of its management activities.

The analysis of methodological bases and principles of organization of management in medical institutions showed that all health care institutions have a specially designed structure, which is a necessary condition for fulfilling the tasks set before them, namely: providing quality and timely medical care. The organizational structure of medical institutions should be formed as a stable set of their structural elements (departments, specialized units, support and management units), as well as systems of relationships and interdependencies between them, the interaction between which is aimed at achieving the goals and objectives of a particular medical institution.

It should be noted that the organizational structure of a particular medical institution, including a pharmaceutical institution, is determined by special legal and organizational and methodological documents: statutes, regulations, regulations, instructions, functional responsibilities, regulations of each structural unit, job descriptions, special methodical documents, etc.

In general, the organizational structure of a pharmaceutical institution, which allows to implement its functional and managerial activities, is determined by the statute as the main constituent and organizational-administrative document. It should be emphasized that the organizational and staffing structures, as well as the structure of fixed assets of health care facilities that are in communal ownership, are determined by local governments in accordance with certain statutory tasks and licensing requirements. This is especially important for the object of our study - Ternopil Regional Pharmacy №78.

In particular, the organization of management processes, including - implementation of activity planning in the Ternopil Regional Council Municipal Enterprise “Ternopil Regional Pharmacy № 78” is determined by the following documents: individual species pharmacy activities, internal labor regulations and other organizational and administrative, instructional and regulatory documents (Appendices A, B, C).

The pharmacy is a health care institution for medical (medical) provision of the population, health care institutions, other enterprises, institutions and organizations. In its activities it is guided by the Constitution of Ukraine, the Commercial and Civil Codes of Ukraine, the Fundamentals of the legislation on health care, laws of Ukraine "On consumer protection", "On ensuring sanitary and epidemiological well-being of the population", "on medicines", acts of the President of Ukraine and the Cabinet of Ministers of Ukraine resolutions of the Verkhovna Rada of Ukraine, decisions of Ternopil regional council and orders councils, other legislative acts.

The pharmacy is an object of joint property of territorial communities of villages, settlements, cities of the Ternopil region, which is managed by the Ternopil regional council. Accordingly, the owner and founder of the pharmacy is the regional council. This determines the main purpose of the pharmacy - quality provision of pharmaceutical services to the population, as well as activities to meet the needs of residents of the region and treatment and prevention facilities, other enterprises, institutions and organizations in medicines and medical devices.

The organization of management processes in the studied pharmaceutical institution, and the corresponding organizational structure aimed at achieving the purpose of activity, its purposes, and also maintenance of performance of the basic functions of a drugstore.

The basic purpose of the researched pharmaceutical institution is: providing the population, treatment and prevention facilities, other institutions, enterprises, institutions and organizations with medical and pharmaceutical products, medicines, patient care products, sanitation and hygiene products, medicinal herbs, providing various services and implementation other types of production, commercial,

investment activities, as well as sales on the basis of profits socio-economic interests of the pharmacy staff. [74]

The subject of the pharmacy is the implementation of the main functional and managerial areas, which, according to current legislation, include:

- retail and wholesale sales to the population, treatment and prevention facilities and other organizations of medicines, medical devices, immunobiological drugs, disinfectants, personal hygiene items, natural and artificial mineral waters, special foods, baby food, medical and perfumes and cosmetics, substances, veterinary drugs, optics and medical equipment, biologically active additives, homeopathic remedies, medicinal plant raw materials, other groups of medical products;

- storage, transportation, purchase, manufacture, release, destruction of narcotic drugs, psychotropic substances and precursors; purchase, transportation, storage, release of drug-containing drugs; transportation (transportation), storage, release (sale) of ethyl alcohol for medical purposes and other dangerous goods;

- production in the conditions of a drugstore, production control and release of medicines from a drugstore according to prescriptions of doctors and medical and preventive institutions according to the established rules;

- methodical-consultative and controlling functions on the issues of fulfillment by the subordinate kiosk and structural subdivisions of the requirements of orders and instructions of the Ministry of Health of Ukraine on observance of the pharmaceutical order;

- incoming quality control of medicines purchased at plants of Ukraine and other suppliers in accordance with current legislation;

providing various types of paid services to the population, enterprises, institutions that do not contradict the current legislation of Ukraine,

- consulting doctors and providing services to other specialists, the implementation of production and economic, financial and economic activities. [74]

Given the complexity and multifaceted functional activities of the studied pharmaceutical institution, the role of the organization of effective planning of management, economic and technological processes, human resources and resource

management processes of the pharmacy is especially growing. Accordingly, it is advisable to distinguish the system of planning functions in the studied pharmacy (Fig.2.1.)

The pharmacy performs all the tasks assigned to it and in addition provides: development and implementation of measures aimed at expanding the pharmacy network of the city, strengthening its material and technical base, improving the conditions of pharmacy workers; cooperation with local authorities and health care facilities on medical care.

Under contractual terms, the researched pharmaceutical institution can be the basis for research, internships and industrial practice of teachers and students of medical and pharmaceutical schools, institutes of advanced training and internships. graduates of medical (pharmaceutical) institutions of higher education.

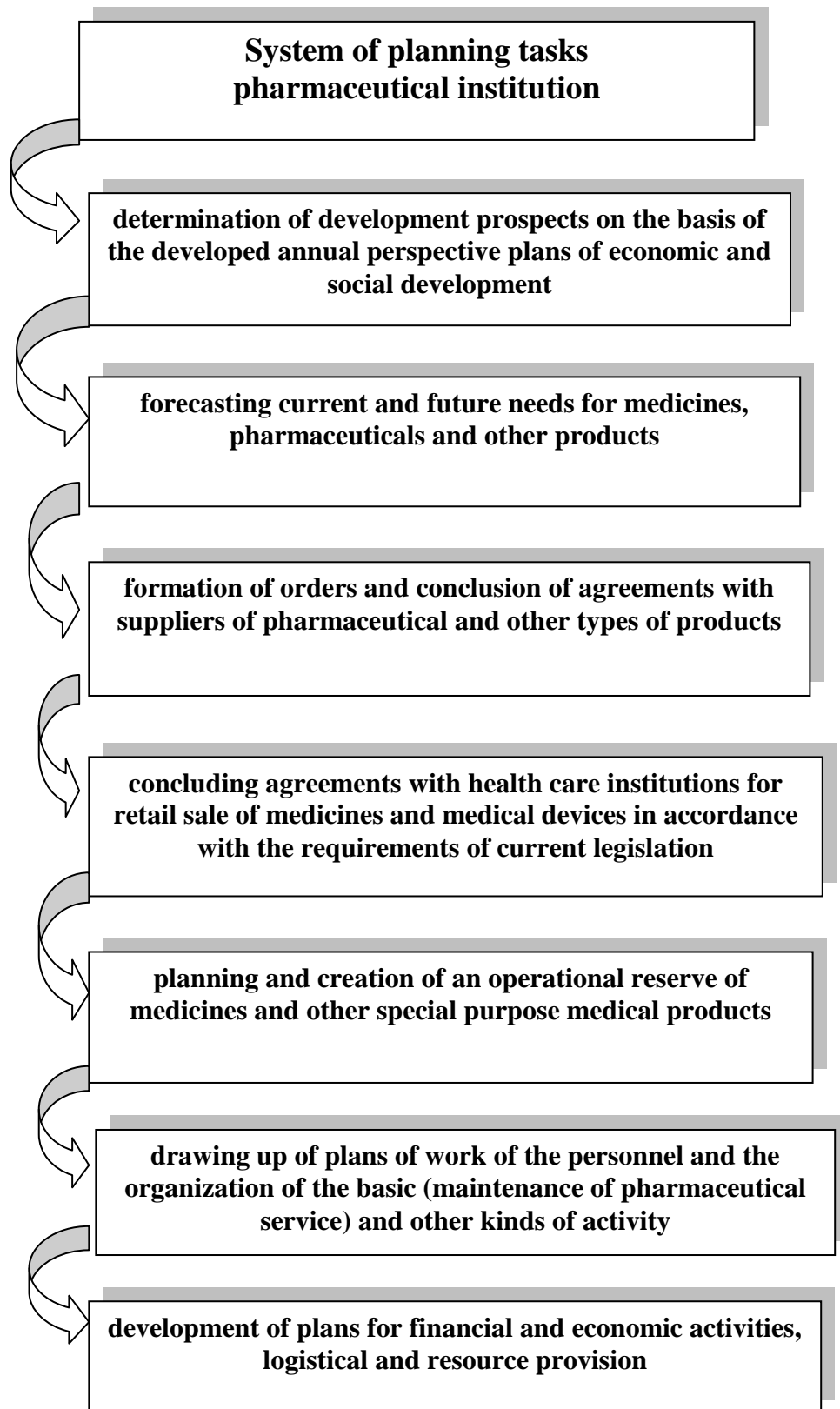


Fig. 2.1. System of functions and planning tasks of CE TRC "Ternopil Regional Pharmacy №78"

Note. Formed by the author

A separate aspect of the organization and planning of the pharmaceutical institution is the forecasting, planning and economic-analytical work on the formation of information base to ensure the interaction of the pharmacy with the elements of the environment: consumers of pharmaceutical services, population, enterprises, institutions, organizations, suppliers, competitors, state executive authorities and local governments, public organizations, associations, unions, etc.

In particular, the administrative staff and management of the pharmacy are endowed with powers in the field of administrative management, namely: to enter into cooperation agreements with other enterprises, institutions, organizations to perform their tasks; develop your organizational structure; establish forms, systems and amounts of remuneration, as well as other incomes of employees in accordance with applicable law; identify forms of labor organization that are able to ensure maximum use intellectual potential of the personnel of the utility company; make proposals to the property owner on the creation of structural units of the pharmacy; to implement the representative function - to conclude agreements, contracts, contracts with residents and non-residents for various forms of cooperation on its own behalf. [74]

It should be noted that the above system of functions and management tasks of the studied medical institution, necessitates the functioning of a rather complex and multilevel organizational structure of CE TRC "Ternopil Regional Pharmacy №78". The structure of the pharmacy is formed from taking into account the directions of its activity and the set tasks. In particular, the organizational structure of the pharmacy is formed by structural subdivisions and employees in the areas of functional activity, organizational and functional relations between which are represented on the organ of the gram (Fig. 2.2.)

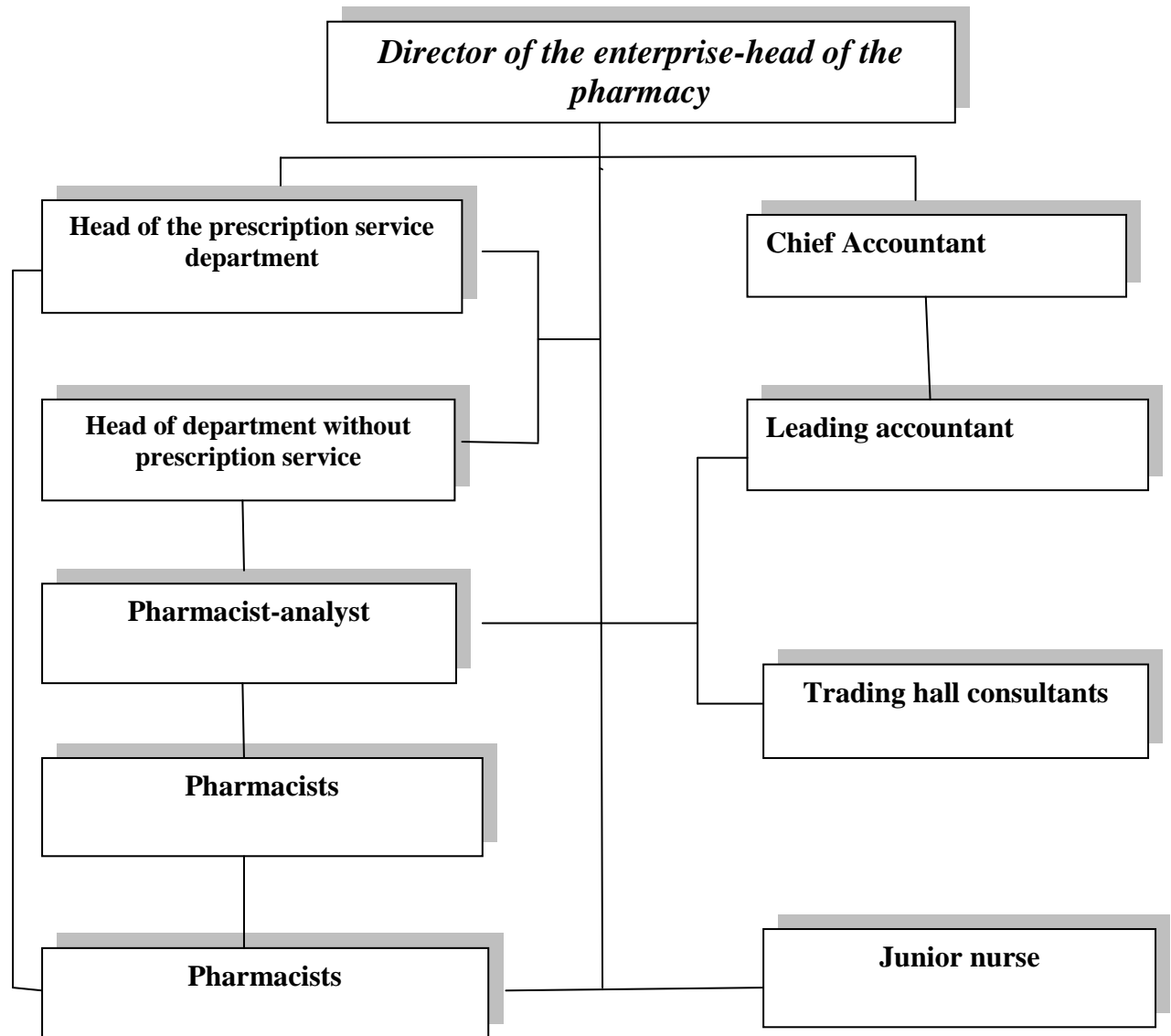


Fig.2.2. Organization chart of the Ternopil Regional Council CE "Ternopil Regional Pharmacy №78"

Note. Formed by the author

The organization of management processes in the studied pharmaceutical institution is based, as we have already noted, on the relevant regulatory and legal support, as well as on compliance with the basic requirements of a combination of centralized pharmacy management and self-management of the workforce.

According to the Regulations of the pharmacy, the organization of the processes of management and functional activities is entrusted to the administrative staff of the studied medical institution. Thus, the general management of the utility is carried out by the head of the pharmacy, who is responsible for the results of work

before its founder - the regional council, as well as organizes administrative activities and solves a range of tasks, in particular: provides prospects for the development of the pharmacy; determines and approves the organizational structure and staff list; approves job descriptions of employees; monitors the quality of work of medical and other employees; acts on behalf of the pharmacy, represents its interests in public authorities, local governments, courts, enterprises, institutions and organizations, ensures the implementation of state policy and relevant legislation in the field of medicine and compliance with regulatory and organizational documents; manages funds and uses the property of the pharmacy in accordance with current legislation, enters into agreements and signs cooperation agreements. [69]

The analysis of the current practice of organization of management processes in CE TRC "Ternopil Regional Pharmacy №78" allowed us to state - a clear organization and relationship between all structural units of the pharmacy, which is achieved by rationally organized management and functional activities, as well as fairly complete interaction between management units of the studied pharmaceutical institution.

2.2. Evaluation of planning procedures in the studied pharmaceutical institution

The organization of activity planning in CE TRC "Ternopil Regional Pharmacy №78" is carried out in accordance with the approved regulations and other legal documents. In particular, in order to ensure clear and consistent implementation of public health programs at the regional and municipal level (territorial communities), efficient and stable operation of the studied pharmaceutical institution, the pharmacy, its structural units and individual employees are planned.

It should be emphasized that the planning of the activities of the studied medical institution involves the preparation of a long-term plan of the pharmacy, the plan for the calendar year and the corresponding monthly work plans, as well as individual work plans of staff.

In accordance with the organizational-administrative and instructional-methodical documents of the studied medical institution, is developed and approved

appropriate organizational and managerial procedure for planning the activities of the pharmacy, which includes the following main stages of planning:

Stage 1. The head of the pharmacy determines the goals and objectives of the activity for the next year, the heads of departments plan work in accordance with the goals and objectives, based on management decisions and approve the plans of the head.

Stage 2. Submission of written work plans for the year to December 1 of the current year by the heads of departments, coordination of activity plans of departments taking into account the specifics of their activities.

Stage 3. The prepared work plan by December 20 of the current year is considered by the head of the pharmacy.

Stage 4. The approved plan is submitted to the Ternopil Regional Council for approval. Additional (unscheduled) issues are included in the approved work plan of the pharmacy by the decision of the head.

Stage 5. Bringing the approved work plan of CE TRC "Ternopil Regional Pharmacy №78" to the executors specified in it.

Stage 6. Development of monthly, weekly and daily work plans of structural units of the pharmacy and individual employees (pharmacists, pharmacists, consultants). Monthly work plans are communicated to the responsible executors specified in them no later than the 30th day of the previous month.

Stage 7. Execution of planning documents. It should be noted that the annual and monthly plans are communicated to the pharmacy staff at production meetings. The pharmacist-analyst is responsible for timely acquaintance of the pharmacy staff with the specified work plans. Personal responsibility for the implementation of work plans rests with the officials specified in the plans.

Stage 8. Monitoring the implementation of all types of plans. The control over the fulfillment of the requirements of the work plans is entrusted to the heads of structural subdivisions.

In general, the organization of management processes in the studied pharmaceutical institution is carried out in accordance with the approved annual plan

of major organizational activities of the pharmacy for the current year, the structure of which is presented in table 2.1.

The structure of the plan of the main organizational measures of CE TRC "Ternopil Regional Pharmacy №78" for the current year

№	Plan section
1	Priority areas for the implementation of the main planned activities of the pharmacy for the current year
2	Measures to develop and improve the material and technical base.
3	Measures to work with staff.
4	Measures to improve the work of the prescription service department
5	Measures to improve the work of the over-the-counter service department.
6	Measures to improve organizational and methodological work
7	Measures to improve sanitary and anti-epidemic work
8	Measures to improve the work of its pharmacist service
9	Measures to improve the work of pharmacists
	Additions
1	Calendar plan of operational meetings with the head of the pharmacy
2	Calendar plan of consultative visits
3	Calendar plan of inspection visits
4	Plan of scientific and practical conferences on pharmacy
5	The plan of introduction of scientific developments in work of hospital

Note. Listed on the materials of the pharmacy

In the system of organizational support of the planning processes of the researched pharmacy there are special organizational forms of management, in particular: legal, organizational and organizational-legal. The organizational forms of management activities in a pharmaceutical institution, in the first place, include - meetings, seminars and more. In particular, the progress of the monthly plans of the pharmacy is considered at meetings with the head of the pharmacy, the progress of the annual work plan - in the time specified by the head of the utility.

Structural subdivisions and employees of CE TRC "Ternopil Regional Pharmacy №78" carry out work in accordance with their work plans, approved by the

pharmacy's work plan and approved by the head. In particular, individual work plans of pharmacists and pharmacists are being developed.

Given the specifics of the legal status of the pharmacy as a utility company, an important role in the planning system of its activities are plans for economic and financial activities.

Organizational and methodological approaches to the organization of plans of economic activity of the pharmacy are based on the system of economic-analytical calculations and planning of a set of volume, quantitative and qualitative indicators, which are presented in Fig. 2.3.

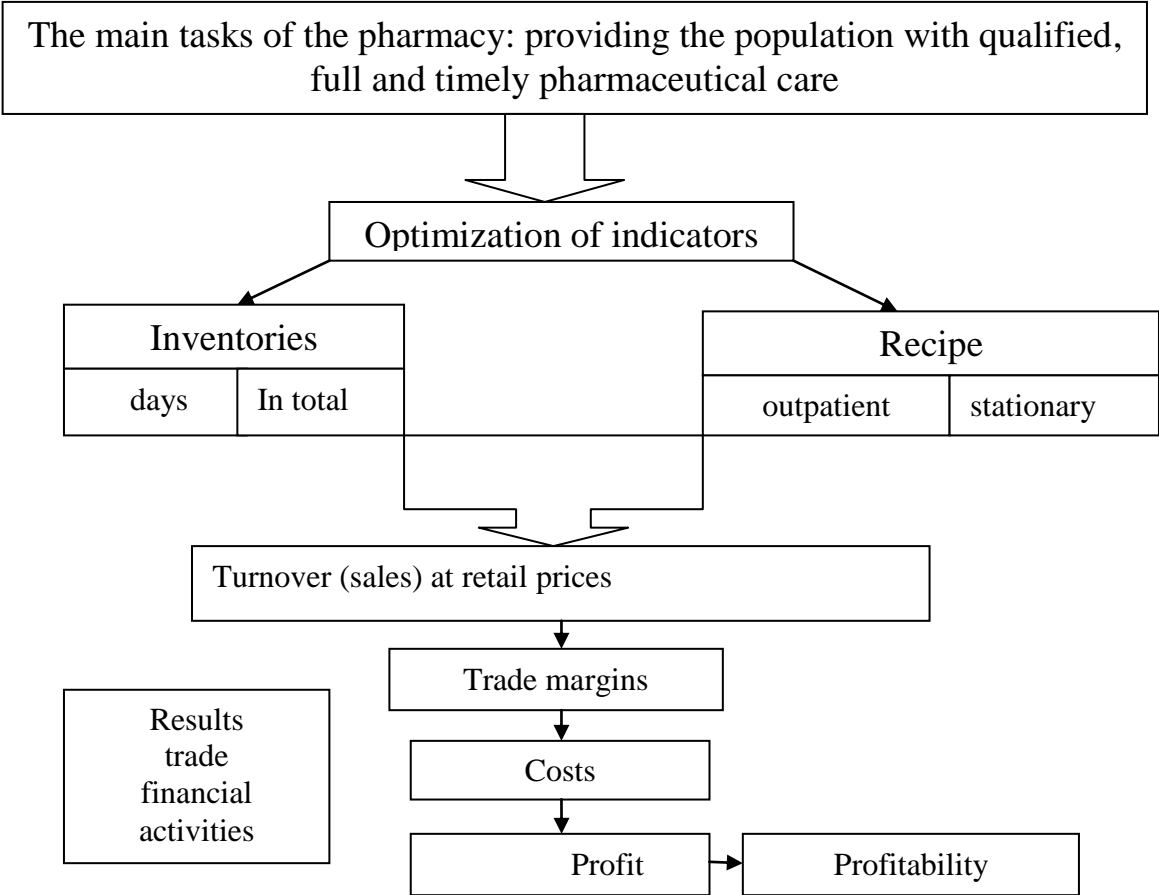


Fig. 2.3. General characteristics of economic indicators of the pharmaceutical institution

Note. Formed by the author based on [53]

In particular, the following provisions must be taken into account in the planning process. The volume of commodity stocks of medicines that must be available in the pharmacy warehouse at the end of the month can be defined as a

percentage of the projected sales for the next month, taking into account the seasonality factor.

When drawing up the budget, it is also advisable to calculate approximately what percentage of medicines (other methodological and sanitary goods) will be sold on prepayment, upon delivery, and how much on a commodity loan with the definition of the average repayment period.

The planned schedule of purchases of medicines from suppliers is made for each name of medicines and medical devices on the basis of the methodology approved by the Ministry of Health of Ukraine. The process is quite time consuming, given the large number of names, so it must be automated. (Appendix D)

In the planning process, it is also necessary to constantly monitor the conclusion and implementation of contracts with suppliers of medicines and other pharmaceutical and non-pharmaceutical products. A model contract with suppliers is presented in Annex D.

Next, you need to make a schedule of payments for pharmaceutical products that are planned to be purchased, in the ratio of % of subscriptions and purchase of goods on credit for a period of 1 month, respectively. (Appendix E)

In the process of planning the main indicators of economic development of the pharmacy, calculations of total turnover in terms of: retail and wholesale, release of drugs through prescription drugs (over-the-counter drugs), over-the-counter drugs, sale of drugs and pharmacy products in the retail network, drug sales outpatient prescriptions, sale of drugs, other organizations for non-cash payment at retail prices, free supply of drugs on outpatient prescriptions, etc.

Analysis of the turnover of the pharmacy in the process of developing planned performance indicators is carried out in the following areas:

1. Comparison of actual indicators with planned: detection of deviations (absolute and relative), analysis of the reasons; % of plan execution.

2. Study of the dynamics of turnover (horizontal analysis) - comparison of indicators of the reporting and previous periods; absolute increase; pace growth (%); growth rates (%), growth rates (indices) (decline).

3. Analysis of the structure and dynamics of turnover; the ratio of retail and marginal and wholesale turnover; specific weight of recipes; analysis by individual product groups, centers of responsibility.

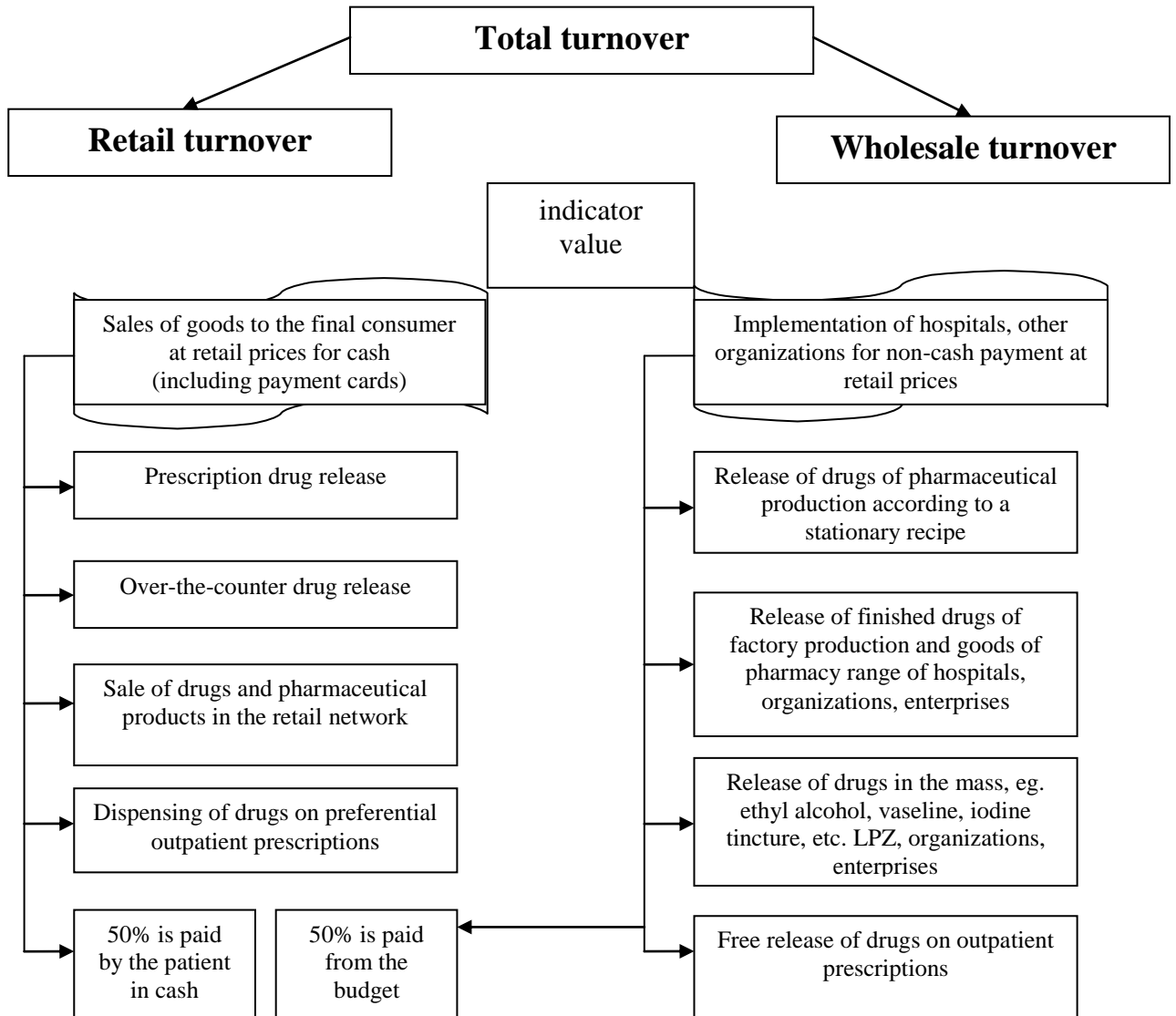


Fig. 2.4. The structure of the total turnover of the pharmacy

Note. Formed by the author for [53]

4. Analysis of factors influencing the size and structure of turnover. There is also a budget of administrative costs and marketing costs, which include the cost of promoting pharmaceutical products on the market, sales, etc. It is advisable to divide them into constants and variables. Fixed costs sales include the cost of salaries of

marketing and sales departments, advertising, rental of warehouse space and their depreciation. As a rule, they are indicated in the budget in the total amount for the whole reporting period. Variable costs:

- commissions, transportation costs, etc.
- can be calculated as a percentage of the planned sales of goods or as a result of multiplying the amount of costs per unit of sale by the total sales of goods.

To manage financial resources at the pharmacy level, care should be taken to ensure that its current account always has sufficient funds for such operations as: timely payment of taxes, utility bills, payment of wages, and it is advisable to determine the minimum required amount, which would always be at her disposal in case of unforeseen events.

The last stage of planning is the preparation of the financial plan of the pharmacy, which consists of revenues and expenditures of the pharmacy budget, as well as the projected balance of the pharmacy for the next reporting period.

2.3. Regulation and regulation as tools for planning the activities of a pharmaceutical institution

Today, one of the priorities in reforming health care systems is the introduction of quality assurance systems in our country's pharmacies, one of the elements of which is Good Pharmacy Practice (GPP). This approach reflects the desire of Ukraine to bring the legal and organizational and methodological framework in the field of circulation of medicines in line with the practice of the European Union. The main goal of GPP is to promote health and care for patients through the optimal use of medicines. [60] In modern conditions, the creation of standards, rules and regulations to ensure the quality of products and services based on a system of good practices, including pharmacy, is an important area of development of the pharmaceutical sector of Ukraine, an important step towards improving pharmacy services.

The new paradigm for pharmacy practice involves the application of new approaches to pharmaceutical care. Relevant draft order of the Ministry of Health of Ukraine "On approval of the Guidelines" Medicines. Good Pharmacy Practice "is in

the public domain discussion. It provides guidance on specific functions and actions that are designed to help improve the quality of pharmaceutical services provided by professionals and contribute to the mission of pharmacy practice in the new environment.

The process of planning the activities of pharmaceutical institutions should be based on a methodological approach, according to which good pharmacy practice should meet the needs of people who use the services of pharmacists in providing optimal care based on the principles of evidence-based medicine.

With this in mind, the tasks of planning the work of staff in a pharmaceutical institution are relevant. After all, the implementation of the requirements of good pharmacy practice will promote the continuous professional development of pharmacy specialists as a strategy to improve the current and future activities of pharmaceutical workers; will be focused on creating conditions in which the pharmacist under any circumstances will be guided primarily by considerations of the patient's well-being.

The fundamental essence of pharmaceutical activity is the release of drugs of proven quality. Proper pharmaceutical care at work the pharmacy employee allows to convey to the patient all the necessary information and recommendations necessary for the effective use of drugs. In modern conditions, the issue of rational and economically justified purpose and proper use, which is part of the standards of good pharmacy practice [76], is becoming increasingly important.

Through the implementation of GPP standards, it is possible to assess the quality of pharmaceutical services provided by pharmacies to consumers.

The existing legal framework of Ukraine already has certain documents that will be the basis for work on the implementation of relevant standards.

In general, it should be noted that GPP standards are an important step towards expanding and improving the activities of pharmacies by increasing the requirements for quality assurance and customer service.

The results of our study allow us to consider the functional and managerial activities of the pharmaceutical institution as complex open dynamic socio-economic

system, the development of which is focused on achieving economic, social, environmental, social and other goals (Fig. 2.5.).

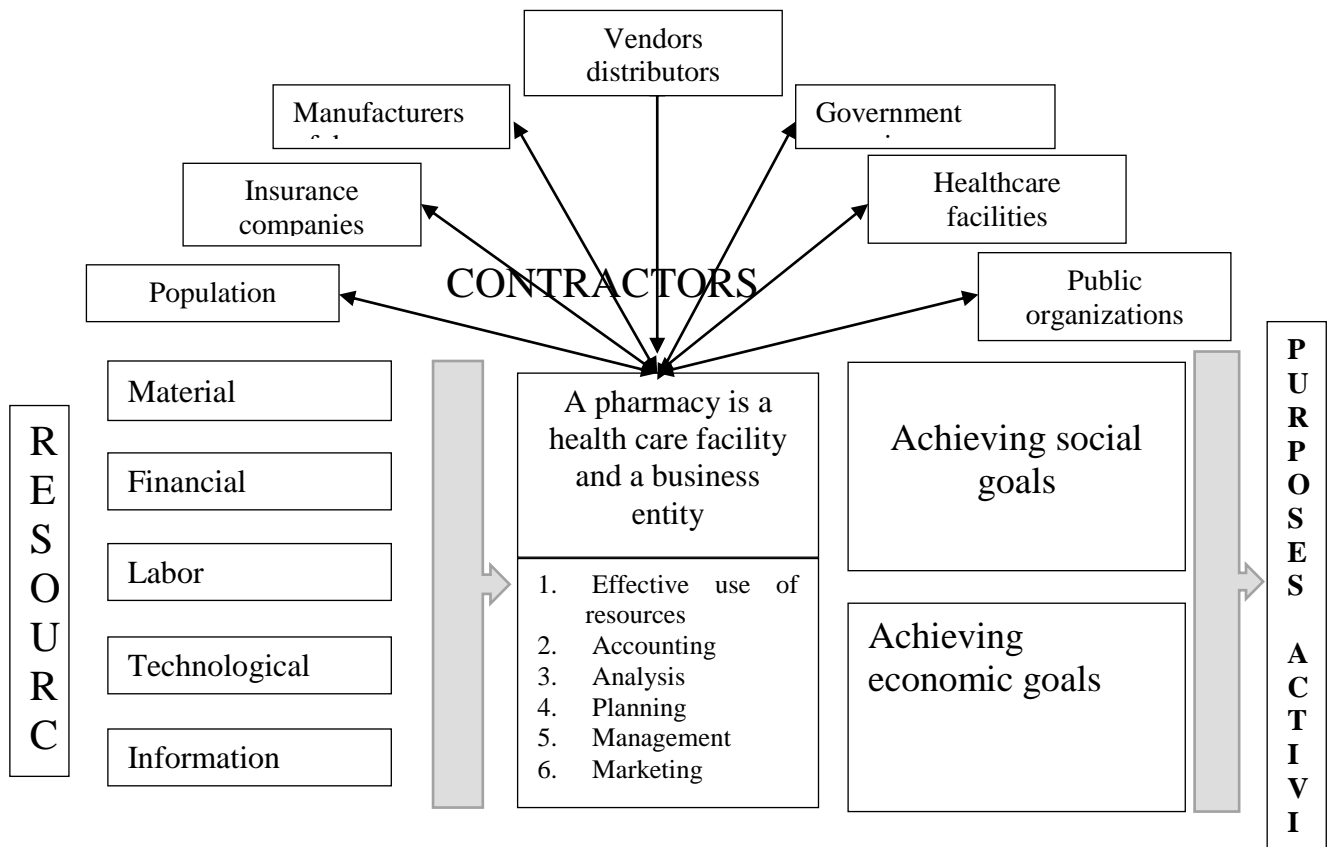


Fig. 2. 5. Pharmacy as a complex socio-economic system

Note. Formed by the author for [53]

The development and implementation of national GPP standards in pharmacy, in our opinion, will raise the priority of the social function of the pharmacy, will contribute to a higher level of pharmaceutical services to the population in order to improve human health.

Another effective tool for planning the functional activities of a pharmaceutical institution, in addition to standardization and standardization, is regulation. These are the tools of administrative planning allow to influence the quality of pharmaceutical services and pharmaceutical activities in general.

The quality of pharmaceutical services largely depends on the proper selection and training of staff. Therefore, not only the professional knowledge and experience of the pharmacist, but also his ability to find become extremely important individual

approach to each consumer, to convince him of his desire to help, the ability to create an atmosphere of friendliness and comfort. Employees must have an idea of the quality of services provided.

To do this, regulations (standards) of service for each employee must be developed. These are certain rules that contain organizational aspects of work and are mandatory to ensure the high quality of all operations and meet customer requirements [76].

The standards of work of the staff of the pharmaceutical institution are formalized and specified requirements for those actions that employees must perform with a certain frequency, in a certain order, at a certain time or in typical situations. That is why customer service standards are an important part of the "Staff Standards" in terms of direct interaction with customers.

The main purpose of regulation and standardization of activities is to create conditions for providing pharmaceutical companies with competitive advantages. After all, the presence of standards guarantees the client that regardless of with whom of the pharmacy staff he communicates, he will receive a service of "brand" quality, which is inherent in this brand of pharmaceutical institution [78].

That is, the main tasks of implementing standards are the ability to:

- unify the actions of staff in different areas. This is especially relevant for networks seeking to achieve brand recognition through uniformity of service delivery and quality of customer service;
- to make working procedures as clear as possible for employees (not only what to do, but also how). This is especially true for line staff, in whose activities you can select a large number of similar / standard actions or situations;
- create grounds for a transparent and objective assessment of the work of employees.

The introduction of a system of standards and regulations in the management activities of a pharmaceutical institution will achieve certain results: compliance with a single quality of service and customer service for all points of the network or distinctive features of the outlet ("recognizable", "predictable" service); optimization

of work processes and procedures (which eliminates unnecessary or erroneous actions by staff); clarity of the workflow for employees, minimizing time costs managers to adapt new employees; increase the motivation of employees by understanding their criteria for evaluating the work and work of colleagues. [78]

The standards of work of the staff of the pharmaceutical institution must meet such criteria as: specificity (should not contain ambiguous wording); realistic implementation (availability of resources); relevance (standards should change in accordance with new tasks, approaches, requirements and strategy of the pharmaceutical institution); variability (possibility of application to different categories of consumers); comprehensiveness (should cover all staff, not just positions that directly responsible for working with clients); economic feasibility (effectiveness and efficiency of implementation and realization); compliance with a single structure of standards for all positions (allows employees to quickly navigate the requirements, and managers - more clearly and systematically monitor compliance with standards.)

In the content management system for planning the activities of a pharmaceutical institution, special attention should be paid to the availability and compliance with the standard of service.

The service standard is a system document of a set of rules of high-quality customer service, their obligatory execution for the purpose of the maximum satisfaction of consumers taking into account requirements of the legislation. In essence, the service standard is an algorithm of work, which must be followed by the pharmacist in communication with consumers (Fig. 2.6.).

In general, the implementation of regulations and service standards is a means of forming an appropriate corporate culture. In particular, the pharmacist when communicating with the buyer must be as polite as possible, in case of conflict, you should try to resolve the issue yourself or ask to postpone the decision until the appearance of management; in case the buyer needs to request medication, the pharmacist must offer a disposable glass of room mineral water temperature; the pharmacist must be ready to provide first aid to the buyer; it is inadmissible that the

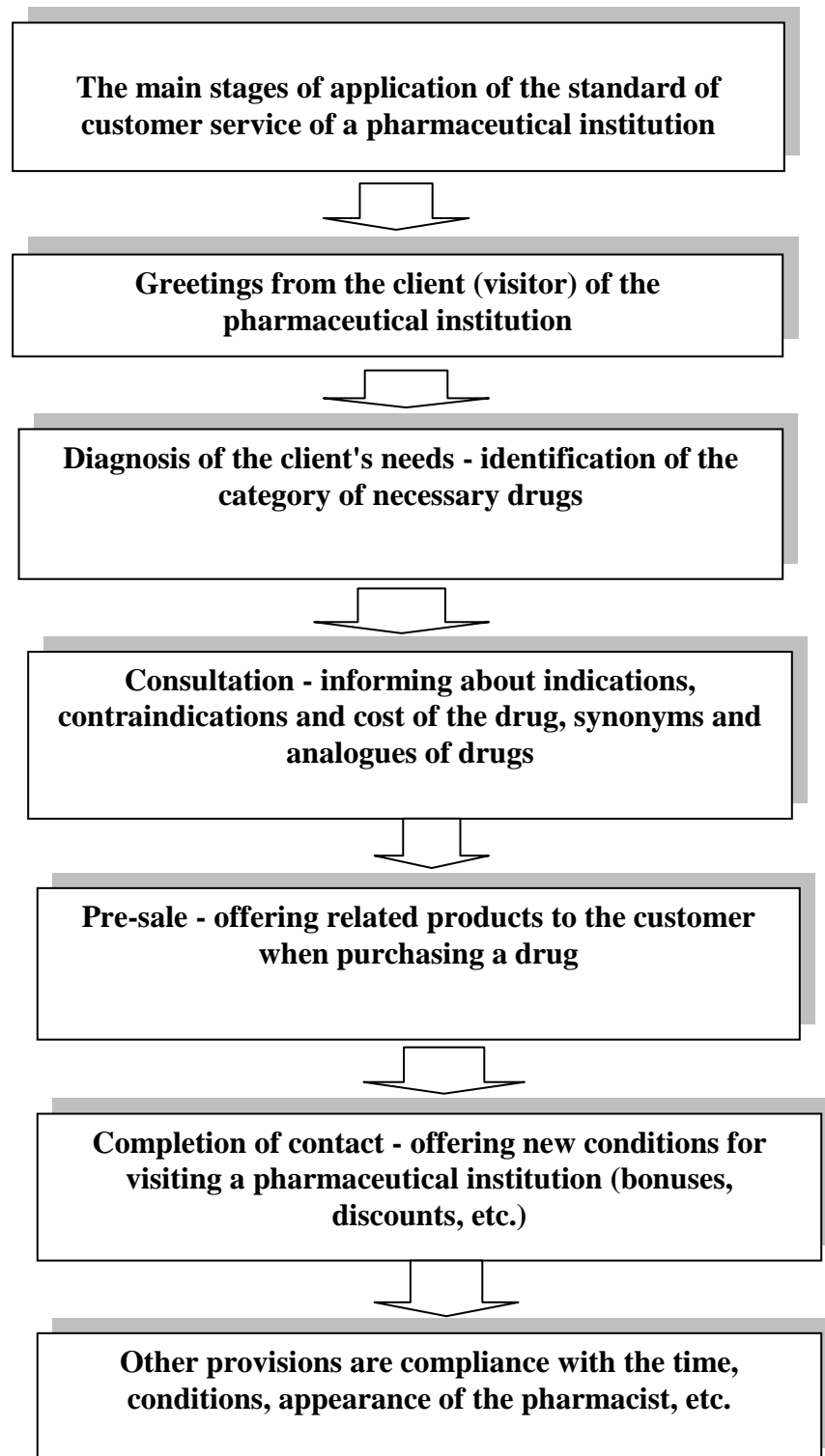


Fig. 2.6. Generalized structure of the standard of service in a pharmaceutical institution

Note. Formed for [77]

speed of service is affected by such factors as ignorance of the places of storage of drugs or inability to use the keyboard quickly; change, collection, acceptance of the

goods cannot be the reason of inattentive attitude to the buyer; in the absence of the necessary goods in the pharmacy it is necessary to apologize, informing the buyer, offer an analogue, call the nearest pharmacy network, ask to call the pharmacy the next day and during this time make an effort to make this drug appear. On average, all stages of customer service take about 5-6 minutes. If the situation requires it, and the standards of behavior are well worked out and the pharmacist is able to do with a minimum of questions, then the client can be served in 1.5 - 2 minutes, not counting the time required to search for the drug.

Summing up, we note that the implementation of service standards is aimed at structuring the work of the pharmacist, increases the quality and level of customer service, increases the number of people who buy the drug with the optimal effect in the ratio "price - quality", increases sales and, accordingly, the competitiveness of the pharmaceutical institution.

Conclusions to section 2

The organization of activity planning processes in CE TRC "Ternopil Regional Pharmacy № 78" is determined by: Legislation of Ukraine, regulations, Charter, Regulations, licensing conditions, system of standards of pharmaceutical activity, job descriptions, rules of certain activities of the pharmacy, internal rules labor regulations and other organizational and administrative, instructional and methodological and regulatory documents.

The pharmacy is an object of joint property of territorial communities of villages, settlements, cities of the Ternopil region, which is managed by the Ternopil regional council. Accordingly, the owner and founder of the pharmacy is the regional council. This determines the main purpose of the pharmacy - quality provision of pharmaceutical services to the population, as well as activities to meet the needs of residents of the region and treatment and prevention facilities, other enterprises, institutions and organizations in medicines and medical devices. The system of planning tasks in the studied pharmaceutical institution includes: determination of development prospects on the basis of developed annual perspective plans of

economic and social development; forecasting current and future needs for medicines, pharmaceuticals and other products; formation of orders and conclusion of agreements with suppliers of pharmaceutical and other types of products; concluding agreements with health care institutions for the retail sale of medicines and medical devices in accordance with the requirements of current legislation; planning and creation of an operational reserve of medicines and other medical products special purpose; drawing up of plans of work of the personnel and the organization of the basic (maintenance of pharmaceutical service) and other kinds of activity; development of plans for financial and economic activities, logistics and resources.

The system of activity plans of the studied medical institution provides for the preparation of a long-term plan of the pharmacy, a plan for the calendar year and the corresponding monthly work plans, as well as individual work plans of staff. Organizational and methodological approaches to the organization of planning of economic activity of the pharmacy are based on the system of economic-analytical calculations and planning of a set of volume, quantitative and qualitative indicators, including: volume of stocks of medicines, volumes, nomenclature and schedules of drug purchases, volumes of financial resources, volumes and structure of trade turnover, etc. In the planning process, it is also necessary to constantly monitor the conclusion and implementation of contracts with suppliers of medicines and other pharmaceutical and non-pharmaceutical products. Today, one of the priorities of health care reform is the introduction of quality assurance systems in our country's pharmacies, one of the elements of which is Good Pharmacy Practice (GPP). This approach reflects Ukraine's desire to bring the regulatory and organizational and methodological framework in the field of circulation medicines in accordance with the practice of the European Union by developing and implementing standards, rules and regulations to ensure the quality of products and services based on a system of good pharmacy practice.

In the content management system for planning the activities of a pharmaceutical institution, special attention should be paid to the availability and compliance with the service standard - system document, set of rules for quality

customer service, their mandatory implementation in order to maximize customer satisfaction.

The standards of work of the staff of the pharmaceutical institution should meet such criteria as: specificity (should not contain ambiguous wording); realistic implementation (availability of resources); relevance (standards should change in accordance with new tasks, approaches, requirements and strategy of the pharmaceutical institution); variability (possibility of application to different categories of consumers); comprehensiveness (should cover all staff, not just positions directly responsible for working with clients); economic feasibility (effectiveness and efficiency of implementation and realization); compliance with a single structure standards for all positions (allows employees to quickly navigate the requirements, and managers - more clearly and systematically monitor compliance with standards.)

CHAPTER 3. DIRECTIONS FOR IMPROVING THE PLANNING OF THE PHARMACEUTICAL INSTITUTION

3.1. Introduction of innovative approaches in the process of planning the activities of a pharmaceutical institution

The experience of modern pharmaceutical organizations testifies in favor of the introduction into practice of their management activities of the latest management technologies, in particular - marketing approaches and management focused on quality.

In the practical activity of pharmaceutical institutions in the modern socio-economic and socio-political conditions of development of the economy of Ukraine and the pharmaceutical industry, in particular, the question of improving the activity of pharmacies is becoming more acute. Since the rapid development of pharmaceutical Ukraine's industry is accompanied by an increase in the number of pharmacies and a significant increase in competition in the market. Therefore, in the struggle for customers, the quality of their service during the purchase becomes important.

This applies to all areas of retail trade and services to the population in Ukraine, including the provision of comfortable conditions for consumers to purchase medicines and medical supplies. The range of pharmacies today is formed not only by medicines and products medical purposes, but also various biologically active additives, cosmetics, hygiene items, means for care of children. As a result, consumers have the opportunity to choose the pharmacy that will best meet their needs. Therefore, pharmacies have to make significant efforts to attract customers, maintain competitiveness and achieve maximum profits.

Along with the expansion of assortment policy, there is a need for active involvement of the psychological component in the process of functional activities of employees of pharmacies on the sale of medicines. The decision on the methods and

techniques of attracting consumers and stimulating their purchases are made by the heads of pharmacy organizations.

Information about pharmacy customers allows management to adjust approaches to the formation of market policy of the pharmaceutical institution, to better understand the desires and needs of consumers.

It is well known that the actual and potential buyers of our country are determined by limited solvency compared to the population of Western countries. Modern pharmacies have to win over their customers, keep existing, regular visitors and attract new ones who visit competing pharmacies, so the quality of service is the key to commercial success: the customer loves when it is well served.

The quality of service depends largely on the proper selection and training of staff. That is why not only become extremely important professional knowledge and experience of a pharmacist, but also his ability to find an individual approach to each consumer, to convince him of his desire to help, the ability to create an atmosphere of friendliness and comfort. Employees must have an idea of the quality of services provided.

To do this, as we noted in section 2 of the work, service standards must be developed for each employee (pharmacist). These are certain rules that contain organizational aspects of work and are mandatory to ensure the high quality of all technological processes of sales and functional operations of pharmaceutical workers. institutions and meet consumer requirements.

It should be noted that the effectiveness of planning a pharmaceutical institution directly depends on the completeness of information about: the consumer, the volume and structure of demand; factors influencing the situation on the pharmaceutical market; indicators of market capacity, consumer preferences and social needs, the level of income and purchasing power of the population, as well as the regional and local needs of local governments to meet the needs of enterprises, institutions and organizations in medicines, etc. That is, objectively there is a need for marketing research and application of marketing approaches in the management of a pharmaceutical institution.

World experience shows that consumers of all ages are growing demands on the level of service. The modern client, focused on civilized pharmacies, where the purchase process has become a comfortable pastime, prefers quality drugs that match the price. Therefore, in order to determine which pharmacy the consumer will choose, it is necessary to identify the factors influencing his choice.

In general, the factors that affect the purchasing behavior of the buyer can be divided into two groups: controlled and uncontrolled by the pharmaceutical institution.

Factors not controlled by the organization: psychological factors; personal factors; socio-cultural factors; factors of situational influence;

Factors controlled by the organization: marketing product policy; pricing policy; sales policy; communication policy [58].

Focusing on the needs of each individual consumer is one of the prerequisites for the survival of the pharmacy organization in the market. For this, it is necessary to segment the market based on behavioral characteristics of buyers, which are distinguished depending on the knowledge, relationships, reactions to the product and its use. For example, dietary supplements have their supporters and opponents.

Economic factors that affect the behavior of the buyer include: solvency (income level, stability), the availability of savings, debts and more. Of course, all this is important for purchasing decisions. Increasing incomes increases the effective demand of the population, but at the same time it may not be provided with appropriate commodity coating. In these conditions, a fairly flexible pricing, change the assortment structure, etc. are needed [58].

Taking into account the factors that are controlled by the pharmaceutical institution, it is necessary to highlight the role of factors that shape the consumer's perception of the pharmacy and determine the image and image of the pharmacy organization. Such evaluation criteria of any pharmacy organization are location, mode of operation, design of the trading floor, goods, prices, services, staff, service organization.

The location of the pharmacy cannot be changed, but you can use the benefits it provides and eliminate the negative aspects associated with a bad location.

The mode of operation of the pharmacy organization depends on the decision of the administration, the working conditions of the pharmacy, for example, the presence of a competitive environment, the proximity of medical institutions, shopping malls.

The trading hall is a business card of the pharmacy organization, the first impression of visitors about it will depend on its registration. So When creating the interior of a pharmacy, pharmacists usually pay attention to the planning, lighting, functionality of the equipment, proper placement and display of goods. If the solution of interior aesthetics is subject to a single style and color harmony, the pharmacy organization will have its own unique look and will be attractive to visitors.

The goods sold by pharmacy organizations are a means to treat, maintain and restore the health of the population. these include medicines, medical devices and parapharmaceuticals.

Prices for medicines as a socially significant product in part regulated by the state. Each pharmacy organization installs them within its competence and depending on the segment it serves.

Services provided by the pharmacy organization can be divided into two groups: mandatory, related to the performance of basic functions and additional. The more professionally provided mandatory services and a wider range of additional services, the more attractive the pharmacy organization looks in the eyes of visitors [49].

One of the fundamental decisions that have to be made by the head of any retail company is the choice of assortment policy. Accordingly, the range of the pharmacy is a list of goods that are in the pharmacy and intended for sale [49]. The formation of the pharmacy's assortment policy becomes the task of determining the limited range that would meet the needs of the maximum number of pharmacy visitors, ie the task of determining the list of drugs and other products that are most in demand in the local market.

The next aspect of implementing innovative approaches in the process pharmaceutical planning is the implementation of quality management requirements. After all, the development of pharmaceutical science and population growth have led to a sharp increase in the number of pharmacies and the range of drugs. As a result, society in general and the pharmaceutical community in particular faced the problem of stricter regulation of pharmaceutical activities, which was done by creating and continuously improving the modern legal framework in the field of pharmacy.

ISO (International Organization for Standardization) is a world federation of national standardization bodies (ISO member committees) [27]. The main task of this independent non-governmental structure was to establish cooperation between national standardization institutions of different countries, as the inconsistency of standards of different countries created considerable difficulties in the export and import of products.

Today, the international standard ISO 9001 is widely used in many countries around the world as a universal model of enterprise management. It is guided by those organizations that seek to ensure that their products or services are consistently high quality from the point of view of the consumer [11]. Activities in accordance with the requirements of the ISO 9001 standard are considered in the world as a proper business tone and are a kind of "business card of quality" for the company. It can be managed by any enterprise, regardless of the type of activity (production or service sector), industry, form of ownership, size of the enterprise and the number of employees. It is important that its rules are not mandatory but recommendatory.

Our country has been a member of this organization since 2001. and harmonizes the national state standards of Ukraine (NSTU) with the requirements of ISO, which was reflected in the same year in the conclusion of the standard NSTU ISO 9001-2001 "Quality Management Systems. Requirements - a domestic analogue of the international standard ISO 9001. Compliance with the requirements of this new national standard allows you to develop and implement a quality management system (QMS) in enterprises as part of the overall enterprise management system. The NSTU ISO 9001-2001 standard is actually used during QMS certification.

The concept of integration into the European Union (EU) approved by the Government of Ukraine became the basis for changing the paradigm of development of the domestic pharmaceutical sector. In various spheres of pharmaceutical activity there is a gradual introduction of international quality standards, the main purpose of which is to ensure and constantly improve the quality of medicinal products, which is socially significant.

Dynamic development of the domestic pharmaceutical market, significant expansion of pharmacy networks of non-state pharmaceutical entities (SFD), expansion of the arsenal of innovative and generic medicines (drugs), the multi-stage "life cycle" and the threat of low-quality and counterfeit drugs determines the importance of quality and safety of medicines in Ukraine and highlights the need to create an effective quality system in pharmaceuticals.

Today, domestic pharmacies remain primarily health care institutions operating in conditions of growing competition, which is due to the state of the pharmacy network in Ukraine (increase in the number of pharmacies and decrease in the number of pharmacy kiosks), low purchasing power, rising drug costs, lack of medical insurance, other social and market factors [68].

At the same time, according to experts in the pharmaceutical industry, a significant number of pharmacies are deteriorating economic and financial performance, especially profitability and liquidity, which, in turn, may reduce the quality of pharmaceutical care for the end user.

Among the modern management models for pharmacies today are most often implemented technologies for managing the range and balances, a balanced scorecard (Balanced Scorecard - BSC), the introduction of international standards (in particular, Good Pharmacy Practice - Good pharmacy practice GPP and ISO 9001), patient database management, labor potential management of enterprises, crisis management, etc. In the process of developing effective management models for pharmacies, an important aspect is their analysis of the assessment by the end user, because this, in the end, indicates the effectiveness of pharmacies as a health care institution and characterizes its competitive position [28]. The main activity of pharmacies should

be to provide assistance to patients, in particular, on the use of medicines. The main functions of GPP according to international experience include the release of drugs and other medical products of guaranteed quality, providing relevant information and advice to patients on the method of use, contraindications and side effects of drugs [13].

Pharmacists need to get off the counter and start helping the public by providing services, not just drugs. In idle There is no future for drug delivery activities, ”says the publication“ Development of Pharmaceutical Practice: Focus on the Patient, ”developed by the WHO and the International Pharmaceutical Federation in 2010. At the heart of the global concept of Good Pharmacy Practice is the concept of "seven-star pharmacist", which is to perform the following functional responsibilities: patient care, decision-making, communication skills, management, continuing education, mentoring and leadership [15].

The algorithm for implementing a quality management system in the activities of pharmaceutical institutions is presented in (Fig.3.1.).

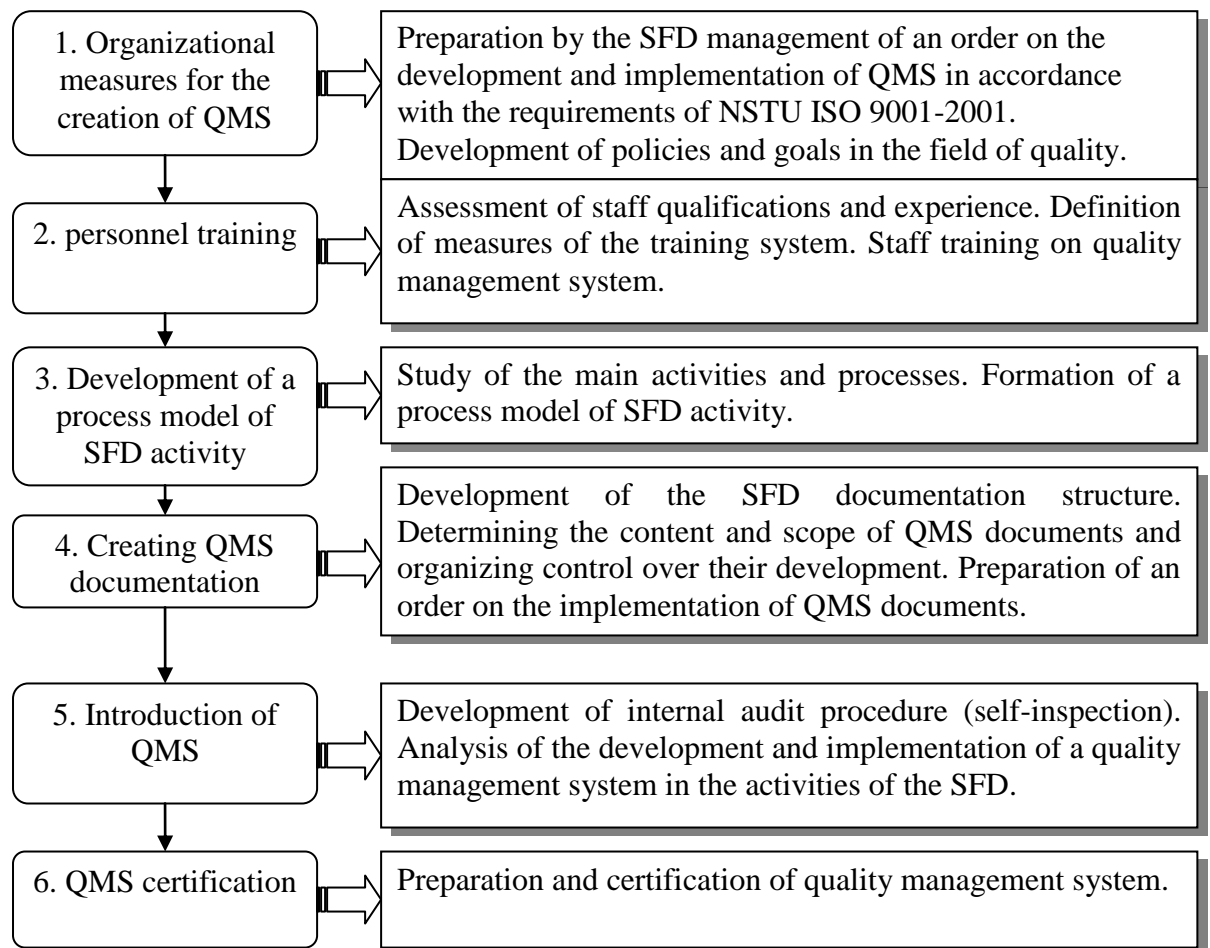


Fig.3.1. Algorithm for implementing a quality management system in the activities of pharmacies in accordance with the requirements of the national standard NSTU ISO 9001-2001.

Note. Referenced by [25]

With the development of the pharmaceutical market in the pharmacy network at the same time there are positive changes, such many unresolved issues remain, primarily in the system of quality assurance of medicines and its optimization through the implementation of ISO standards and GPP recommendations.

Analysis of literature sources on the implementation of quality management systems in other sectors of the economy of Ukraine and foreign countries, the best option to improve the efficiency of pharmacies in ensuring quality and safety of drugs is to build a quality management system GPP [25].

The creation of QMS in a pharmacy on the basis of ISO 9000 series standards requires the development of an algorithm for its implementation. The following

stages of building a quality management system were identified: organizational measures to create a quality management system, staff training, development of a process model of activity, creation of a documentation system, implementation and certification of a quality management system.

The main principle of building a quality management system in accordance with the requirements of ISO 9000 series standards is the application of a process approach, which is a set of processes with their definition and interaction, as well as their management, which provides stable customer service of proper quality. The advantage of the process approach is the provision of continuous control over the processes and their interaction within the quality management system [25].

3.2. Application of eHealth system in pharmaceutical planning technologies

The most important thing in the health care system is the guarantee from the state that every citizen receives medical care if necessary. On January 1, 2018, medical reform was launched in Ukraine, which is aimed at improving the quality of medical care. It started with primary care (ie family doctors, therapists, pediatricians), who can be contacted if necessary for examination or treatment. Reform of the secondary health care system continues.

The main mechanisms of medical reform are autonomy, connection to the electronic health care system, the establishment of the National Health Service of Ukraine (NHSU), as well as the signing of Declarations on the choice of doctor and direct payments from the NHSU. The successful launch of the NHS is an important element of change in Ukraine's health care system, as it is the NHS that begins each subsequent phase of reform.

Of course, there is a need for the mandatory use of modern information technologies in the implementation of medical reform, in particular the e-Health system. E-health should provide interaction between patients, healthcare professionals and institutions using information and communication technologies. The electrification of the health care system, to which other countries have long since

switched, is a necessary and inevitable process. Therefore, the creation of a single electronic system for the exchange of medical information is a priority of the Ministry of Health of Ukraine.

The basis of national informatization of the healthcare sector of Ukraine should be the eHealth system - a central element of the electronic system, which will be responsible for centralized storage and processing of information, which will be aimed at optimizing patient-physician interaction. medical information in electronic form, which will control how effectively the allocated public funds are spent.

Documents stored and accumulated in health care facilities cannot be analyzed, summarized and verified for authenticity, and eHealth opens the door to online medicine. An important component of eHealth is the information system of the National Health Insurance Fund, which interacts with the central component and its contractors: pharmacies and primary care facilities, and in the near future will work with all health care facilities contracted by the service. Therefore, it is the NHSU that determines the priorities of IT development of the eHealth system, ensures its integrity and data protection.

Healthcare managers were the first to join the eHealth system, registering contracted institutions and their employees. The latter receive different access rights to it depending on the functions performed. For example, a doctor will be able to write an electronic prescription, but will not be able to repay it. The office in the information system for the management of medical institutions is also access to statistics and analytics (the system reflects the place of the institution among competitors in the region or in the country as a mirror, you can also observe the dynamics of the industry, general trends, etc.). It should be noted that the implementation of the electronic prescription procedure is defined by the Government program "Affordable Medicines" [80]. Documentation of the electronic prescription is presented in Appendix J.

The main users of the eHealth system are doctors, to whom it should make work much easier. By opening his office in the system, the doctor gets a number of benefits: working with the patient's electronic card, receives general information

about him (such data will be available to all specialists for use in emergencies), as well as medical episodes, ie treatment history. In the future, writing will be added to these functions e-prescriptions (currently only for the "Affordable Medicines" program), e-hospital and referrals to other specialists. These actions are recorded in the central component of the database, which makes it possible to monitor the situation.

Doctors will still have to submit statistical reports, and thanks to the eHealth system, they will spend much less time on this, because most of the data will already be entered into the system. However, it is now impossible to cancel paperwork, for some time it will remain a companion to electronic data. Tim moreover, any innovations are always perceived with caution, so the difficulties of the transition period for online medicine have not been canceled. However, experience shows that doctors are quickly mastering new methods of work.

Healthcare professionals should inform their patients about the benefits of eHealth. The patient's electronic office is a complex and multi-component functionality, so safety is a priority. Therefore, the NSSU involved the Commissioner of the Verkhovna Rada of Ukraine for Human Rights, the State Agency for E-Government and the Civil Service in its development. special communication and information protection of Ukraine.

This phenomenon is especially relevant in the process of reforming and bringing to a fundamentally new level of modern health care systems (POPs) around the world, which significantly increases the efficiency of both medical and pharmaceutical care and brings them to a qualitatively new level. The issue of informatization is very important for solving many modern problems of national health, among which is the violation of prescription drugs (drugs) and irresponsible self-treatment of the country's population, which is a consequence of a number of negative factors at the macro- and microeconomic levels: low level of efficiency of directions and means of reform in the field of health, lack of compulsory health insurance and, of course, very low level of funding. medical and pharmaceutical care. Active experience in the implementation of eHealth and EP in developed countries

has shown that the effectiveness of the use of information data by modern health facilities has a direct relationship with the quality of medical and pharmaceutical care, living standards and characterizes the efficiency of the country as a whole [83].

According to the WHO, more than 60% of the world's countries are currently developing, implementing and improving national eHealth and e-prescription strategies. From a practical point of view, eHealth is a highly effective investment in the healthcare sector, which contributes to a significant increase in the level of medical and pharmaceutical care, including at the management level. At the same time, the study of the possibilities of the current level of development and efficiency of the eHealth system in the world provides unique opportunities and an example for the development of national health care systems. Thus, based on the positive global experience of implementing eHealth and e-prescription, it is clear that comprehensive automation of both medical and pharmaceutical practices should become an integral part of the reform of the whole health systems.

One of the main obstacles to the implementation of eHealth and EP in Ukraine is the lack of a systematic approach to solving this problem. After all, the unsatisfactory political and economic situation in Ukraine shows that decisions on the implementation of eHealth and EP at the central level are made rather slowly in the simultaneous absence of support for the proceedings [83].

Among the main obstacles to the implementation of eHealth and EP services are: lack of a clear strategy, standards and regulations for the implementation and maintenance of such a system, defined at the national level;

- limited resource (personnel) opportunities for system implementation;
- infrastructural and technological constraints at the level of medical and pharmaceutical institutions.

That is why the development of an effective and systematic strategic plan for the implementation of eHealth and EP in Ukraine, primarily depends on responsibilities of public authorities, awareness of modern health requirements and needs of the population. From a practical point of view, the eHealth environment consists of components or structural elements that must be implemented and

strengthened through the eHealth development strategy. These include: eHealth standards and their interoperability; infrastructure; services and related software, as well as human resources and organizational structures.

The study of the main advantages of informatization of health care systems found that the implementation of eHealth is aimed at improving the efficiency of both medical and pharmaceutical facilities of health care by automating all processes and stages of their work. At the same time, the possibilities of eHealth are quite attractive for the reform of the national health care system, which include the following main components: the possibility of making an appointment with a doctor (electronic registry); integrated medical information (IMI); electronic medical documents - ED, letters of incapacity for work, etc .; management of medical registers; computerized accounting of medical and pharmaceutical care; organization of interaction in electronic mode between hospitals and outpatient clinics. In addition, with the assistance of mobile medicine on The example of developed countries of the world opens the following opportunities for the domestic health care system: pharmaceutical information and reference services; free emergency telephone services; ensuring that patients adhere to the treatment regimen through voice or text reminders about the visit to the doctor and the reception of drugs, etc.

It is known that the number of states in which most prescriptions are issued by doctors in electronic form is now rapidly increasing. Pharmacies, respectively, carry out effective and efficient processing of such prescriptions by automating the process of prescription leave. An electronic prescription is an electronic medical document in the form of a prescription or a request from a pharmacy to a pharmacy to dispense the relevant drugs. An electronic prescription is provided by an electronic signature of a doctor, which allows its identification [80].

The advantages of ER include such factors as a significant reduction in the number of errors due to unclear handwriting or insufficient qualifications of the doctor by more than 90%, saving time, efficiency of receipt of prescriptions to pharmacies, increasing the level of control over the issuance and payment of

discounted prescriptions, effective use of the information base on the circulation of medicines, etc. [80].

Thus, we can say that the introduction of electronic medical system eHealth is aimed at maximum optimization and automation of the processes of treatment and prevention facilities of various types and forms of ownership, which will improve the quality of medical and pharmaceutical services.

Conclusions to section 3

The experience of modern pharmaceutical organizations testifies in favor of the introduction into practice of their management activities of the latest management technologies, in particular - marketing approaches and management focused on quality.

The effectiveness of the planning of a pharmaceutical institution directly depends on the completeness of information about: the consumer, the volume and structure of demand; factors influencing the situation on the pharmaceutical market; indicators of market capacity, consumer preferences and social needs, the level of income and purchasing power of the population, as well as regional and local the needs of local governments in meeting the needs of enterprises, institutions and organizations in medicines, etc. That is, objectively there is a need for marketing research and application of marketing approaches in the management of a pharmaceutical institution.

Focusing on the needs of each individual consumer is one of the prerequisites for the survival of the pharmacy organization in the market. To do this, it is necessary to segment the market on the basis of behavioral characteristics of customers, which are distinguished depending on the knowledge, relationships, reactions to the product and its use. One of the priority areas of planning a pharmaceutical institution is the formation of assortment policy, ie - determining the list of drugs and other products that are most in demand in the local market.

The dynamic development of the domestic pharmaceutical market, significant expansion of pharmacy networks of pharmaceutical entities of various forms of

ownership, expansion of the arsenal of innovative and generic drugs, the threat of substandard and counterfeit drugs raise awareness of quality and safety of drugs, and the need to create pharmaceutical institutions with an effective quality management system based on a model of combining the methodology of international standards ISO 9001 series and the requirements of GDP and GPP.

An objective condition for the implementation of medical reform is the introduction of modern information technologies, including e-Health (Electronic Health) and electronic prescription (EP), which should ensure interaction between patients, health professionals, medical institutions, pharmaceutical institutions and other entities. ; based on the automation of medical records and medical information management in electronic form, which will control the efficiency of public funds, analyze the state and market conditions of medical and pharmaceutical services.

Among the main obstacles to the implementation of eHealth and electronic prescription (EP) services are: the lack of a clear strategy, standards and regulations for the implementation and maintenance of such a system, defined at the national level; limited resource (personnel) opportunities for system implementation; infrastructural and technological constraints at the level of medical and pharmaceutical institutions.

CHAPTER 4. LABOR PROTECTION AND SAFETY IN EMERGENCIES.

4.1. Instruction general sanitary and hygienic requirements to cleaning, care on the equipment of drugstores

1. The premises of pharmacies shall be subject to wet cleaning with the use of detergents and disinfectants. Dry cleaning is strictly prohibited.

2. The floor is washed at least 1 time per shift, and walls and doors - at least 1 time per week with the use of disinfectants. The ceiling is cleaned of dust once a month in a wet way.

3. Window glass, frames and the space between them are washed at least once a month. At the same time outside the windows are washed only in the warm season.

4. The equipment of the premises of pharmacies is cleaned from the outside every day, cabinets for medicines in the premises of storage of medicines (material rooms) are cleaned from the inside as needed, but at least once a week.

5. Hand sinks and sanitary facilities are cleaned and disinfected every day.

6. If necessary, cleaning of premises and equipment is carried out more often.

7. For wet cleaning or disinfection it is necessary to have two tanks, which are marked "1" and "2". Container "1" is filled with detergent or disinfectant solution, container "2" - with clean tap water.

Rags and napkins are moistened with the solution contained in the container "1", and thoroughly wipe the area (2 + 1) sq. m of surface, pre-washed. Then they are rinsed in the tank "2", squeezed, re-saturated with a solution from the tank "1" and washed new areas of the surface.

Detergent or disinfectant is changed according to the instructions for use, the water in the tank "2" is changed as the contamination, but at least after treatment of 60 square meters. m surface.

8. For cleaning of various premises (a hall of service of the population, industrial premises, sanitary units) the separate stock (buckets, basins, brushes, rags, etc.) which is marked and used accurately on purpose is allocated. Storage it is carried out in a specially designated place (room, closet, etc.) separately.

9. Napkins intended for cleaning production equipment, after disinfection and drying are stored in a clean labeled tightly closed container.

10. Sanitary day is held once a month. In addition to thorough cleaning on sanitary days, minor repairs, disinsection and deratization measures can be carried out.

Instruction on labor protection for pharmacists, pharmacists.

In order to prevent accidents during the operation of the pharmacist, it is necessary to follow the rules of safety:

- work in overalls, footwear, hair should be selected under a scarf (cap);
- take special care when working with poisonous, narcotic, potent drugs, volatile, odorous, flammable and explosive substances;
- when working with volatile, flammable and explosive devices do not use open fire:
 - after the manufacture of poisonous, narcotic and irritating drugs necessary thoroughly wipe working equipment, wash hands:
 - do not taste dosage forms containing toxic and narcotic substances, as well as dosage forms for external use;
 - strictly follow and monitor the implementation of the instructions on the sanitary regime by all shift workers;
 - as the person responsible for the shift to allow to work with the autoclave only persons who have a certificate of the right to work with the autoclave;
 - monitor the pharmacist's safety when working with poisons, drugs, concentrated acids and alkalis, irritants, flammable and explosive substances;
 - ensure proper storage of toxic, potent, flammable and explosive substances on change:
 - to accept and hand over the shift and the workplace in the proper order and cleanliness, to analyze cases of safety violations, industrial sanitation and eliminate the causes of their occurrence;

- at the end of the shift, inspect all production facilities, make sure serviceability of electrical equipment and equipment, and at the end of the shift turn off the lights, electrical equipment;
- follow the rules of fire safety, study the rules of using a fire extinguisher;
- in case of emergency mode to take measures for evacuation of inventory values;
- be able to provide first aid.

Personal computer security

Every day, the monitor must be cleaned of dust and other contaminants before starting work. Once finished, your personal computer and peripherals must be disconnected from the electrical grid. In the event of an emergency, you must immediately disconnect your personal computer and peripherals from the electrical grid.

Not allowed:

- maintain, repair and set up your personal computer and peripherals directly at the operator's workplace.
- store paper, any media (discs, flash drives, etc.), spare blocks, parts, etc. if they are not used for the current work.
- disable protective devices, arbitrarily carry out changes in the design and composition of personal computers and peripherals, or their technical establishment;
- Work with a personal computer, in which uncharacteristic signals appear while working;
- work with a matrix printer in the absence of a vibrating mat and with the (raised) top cover removed.

Microclimate

The room for working with personal computers should be equipped with heating systems, air conditioning or exhaust ventilation. Workplaces should provide optimal values of microclimate parameters: temperature, relative humidity and air mobility in accordance with GOST 12.1.005-88, IN 4088-86.

Lighting

Rooms with personal computers must have natural and artificial lighting in accordance with the standard.

Natural light should be carried out through light alights focused mainly on the north or north-east and provide a natural light factor (KEO) of at least 1.5%.

Artificial lighting in workplaces should be carried out by a system of general uniform lighting. In the case of preferential work with documents, the use of a combined lighting system is allowed (except for the general lighting system additional lamps of local lighting are installed). The lighting on the surface of the desktop in the document area should be 300-500lk. If these lighting values cannot be provided by the general lighting system, local lighting is allowed. At the same time, local lighting fixtures should be installed in such a way as not to create glare on the surface of the screen, and the lighting of the screen should exceed 300lk. In the case of artificial light, light sources should be mainly L-LB lamps. When the reflected lighting is used in rooms where documents are used in the primary way, it is allowed to use 250W metal lamps.

4.2. Emergency plan at workplace

Requirements for personal hygiene of staff pharmacies that do not carry out production (manufacture) of medicines

1. The staff of the pharmacy must:

- store outerwear and footwear separately from technological clothing and special footwear in a certain place (closet, etc.);
- to disinfect hands before and during work;
- before visiting the toilet to remove technological clothes, and after visiting - wash and disinfect your hands thoroughly;
- do not go beyond the pharmacy in the technological clothes and special shoes.

2. Technological clothing and footwear are issued to employees in compliance with applicable regulations. Its change should not be carried out less than 2 times a

week, and more often if necessary. For this each employee must be provided with at least two sets of clothes.

3. Employees of pharmacies, getting a job, undergo a medical examination, followed by a periodic medical examination.

The results of the examination are entered in the personal medical book that gives the right to admission to work.

4. Staff of pharmacies engaged in production (manufacture) of medicinal products, in addition to the requirements set out in section 4 of this Instruction, additionally performs the following:

- personnel engaged in the manufacture and packaging of drugs, must be provided with clean towels before changing for personal use;
- production personnel are forbidden to keep on workers places and in the pockets of bathrobes things for personal use, except clean handkerchief;
- to prevent the spread of microorganisms in all cases diseases (skin, colds, abscesses, cuts, etc.) staff the pharmacy must immediately notify the pharmacy administration. Everyone messages must be recorded;
- during the manufacture, control, packaging of drugs in workers should have their nails trimmed without varnish, and there should be no ring on the fingers.

CONCLUSIONS

The research of theoretical and methodological bases and the system analysis of applied aspects of improvement of planning of activity of pharmaceutical establishment carried out in final qualifying work allowed to draw such conclusions.

The main task of pharmaceutical institutions, as one of the system-forming components of health care in the context of medical reform, is to provide the population with qualified full, timely and effective pharmaceutical care in accordance with certain standards that guarantee each patient consumption of drugs that individually meets the medical case. conducting effective and safe pharmacotherapy.

Conceptual principles of innovation of administrative activity apply to all components of pharmaceutical care to the population: provision of medicines to the process of providing pharmaceutical care (services); pharmaceutical diagnostics; pharmaceutical care; pharmaceutical prevention; pharmaceutical ethics.

The process of planning the activities of a modern pharmaceutical institution is focused on the effective implementation of a system of management procedures, such as: a comprehensive analysis of the current activities of the medical organization as a whole and its structural units for the most rational choice of areas activities; determination of targets for long- and short-term periods; drawing up strategies, programs and development plans; coordination of the activities of structural units of the organization in the formation and implementation of a system of plans; forecasting the amount of financial resources and finding their sources; creating opportunities for the formation and implementation of a resource management system of a pharmaceutical institution; diagnostics and analysis of market conditions; study of competitors, suppliers and consumers; development of an effective pricing policy; direction of the organization of activity on maximum satisfaction of the needs of different categories of the population of the region and the city in the demanded medicines at the same time observance of the requirements of social protection of the population; effective monitoring and tracking of the level of achievement of set strategic, tactical and operational goals and expected results. The organization of activity planning processes in CE TRC" Ternopil Regional Pharmacy

№ 78" is determined by: Legislation of Ukraine, regulations, Charter, Regulations, licensing conditions, system of standards of pharmaceutical activity, job descriptions, rules of certain activities of the pharmacy, internal rules labor regulations and other organizational and administrative, instructional and methodological and regulatory documents. The pharmacy is an object of joint property of territorial communities of villages, settlements, cities of the Ternopil region, which is managed by the Ternopil regional council. Accordingly, the owner and founder of the pharmacy is the regional council. This determines the main purpose of the pharmacy - quality pharmaceutical services, as well as activities to meet the needs of residents of the region and treatment and prevention facilities, other enterprises, institutions and organizations in medicines and medical devices. The system of planning tasks in the studied pharmaceutical institution includes: determination of development prospects on the basis of developed annual perspective plans of economic and social development; forecasting current and future needs for medicines, pharmaceuticals and other products; formation of orders and conclusion of agreements with suppliers of pharmaceutical and other types of products; concluding agreements with health care institutions for the retail sale of medicines and medical devices in accordance with the requirements of the current legislation; planning and creation of an operational reserve of medicines and other special purpose medical products; drawing up of plans of work of the personnel and the organization of the basic (maintenance of pharmaceutical service) and other kinds of activity; development of plans for financial and economic activities, logistics and resources.

The system of activity plans of the studied medical institution provides for the preparation of a long-term plan of the pharmacy, a plan for the calendar year and the corresponding monthly work plans, as well as individual work plans of staff. Organizational and methodological approaches to the organization of planning of economic activity of the pharmacy are based on the system of economic-analytical calculations and planning of a set of volume, quantitative and qualitative indicators, including: volume of stocks of medicines, volumes, nomenclature and schedules of drug purchases, volumes of financial resources , volumes and structure of trade

turnover, etc. In the planning process, it is also necessary to constantly monitor the conclusion and implementation of contracts with suppliers of medicines and other pharmaceutical and non-pharmaceutical products. Today, one of the priorities in reforming health care systems is the introduction of quality assurance systems in our country's pharmacies, one of the elements of which is Good Pharmacy Practice (GPP). This approach reflects Ukraine's desire to bring the regulatory and organizational framework for the circulation of medicines in line with European Union practice by developing and implementing standards, rules and regulations to ensure the quality of products and services based on the system of good pharmacy practice.

In the content management system for planning the activities of a pharmaceutical institution, special attention should be paid to the availability of and compliance with the standard of service - a system document, a set of rules for quality customer service, their mandatory implementation in order to maximize customer satisfaction, taking into account the requirements of the law.

The standards of work of the staff of the pharmaceutical institution must meet such criteria as: specificity (should not contain ambiguous wording); realistic implementation (availability of resources); relevance (standards should change in accordance with new tasks, approaches, requirements and strategy of the pharmaceutical institution); variability (possibility of application to different categories of consumers); comprehensiveness (should cover all staff, not just positions directly responsible for working with clients); economic feasibility (effectiveness and efficiency of implementation and realization); compliance with a single structure of standards for all positions (allows employees to quickly navigate the requirements, and managers - more clearly and systematically monitor compliance with standards.)

The experience of modern pharmaceutical organizations testifies in favor of the introduction into practice of their management activities of the latest management technologies, in particular - marketing approaches and management focused on quality. The effectiveness of the planning of a pharmaceutical institution directly

depends on the completeness of information about: the consumer, the volume and structure of demand; factors influencing the situation on the pharmaceutical market; indicators of market capacity, consumer preferences and social needs, the level of income and purchasing power of the population, as well as regional and local needs of local governments to meet the needs of enterprises, institutions and organizations in medicines, etc. That is, objectively there is a need for marketing research and application of marketing approaches in the management of a pharmaceutical institution. Focusing on the needs of each individual consumer is one of the prerequisites for the survival of the pharmacy organization in the market. To do this, it is necessary to segment the market on the basis of behavioral characteristics of customers, which are distinguished depending on the knowledge, relationships, reactions to the product and its use.

One of the priority areas of planning a pharmaceutical institution is the formation of assortment policy, ie - determining the list of drugs and other products that are most in demand in the local market. Dynamic development of the domestic pharmaceutical market, significant expansion of pharmacy networks of pharmaceutical entities of various forms of ownership, expansion of the arsenal of innovative and generic drugs, the threat of low-quality and counterfeit drugs raise the issue of quality and safety of drugs, and the need quality according to the model of combination of methodology of international standards ISO 9001 series and requirements of GDP and GPP. An objective condition for the implementation of medical reform is the introduction of modern information technologies, including e-Health (Electronic Health) and electronic prescription (EP), which should ensure interaction between patients, health professionals, medical institutions, pharmaceutical institutions and other entities. ; based on the automation of medical records and management of medical information in electronic form, which will control the efficiency of public funds, analyze the state and market conditions of medical and pharmaceutical services. Among the main obstacles to the implementation of eHealth and electronic prescription (ER) services are: the lack of a clear strategy, standards and regulations for the implementation and maintenance of

such a system, defined at the national level; limited resource (personnel) opportunities for system implementation; infrastructural and technological constraints at the level of medical and pharmaceutical institutions.

Thus, the introduction of new approaches to the procedures for planning the functional activities of pharmaceutical institutions will implement tasks of the Concept of health care reform in Ukraine in the pharmaceutical healthcare sector.

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APPENDICES