

## INNOVATIVE PAY SYSTEM FOR PHARMACISTS

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In the face of fierce competition in the pharmaceutical market it is highly relevant to introduce innovations to the activities of pharmacy, ensuring the formation of stable and long-term competitive advantages. As a result of questioning conducted among the pharmacists, we have identified priorities of the importance of work for specialists. It was found that the first place is salary (85%), the second place is the staff (66%) and the third is position (34%). Thus, the financial reward is the most important stimulus for work. The result of our research was the development of an innovative pay system for pharmacists based on the process approach, which includes: location of the main business processes in subdivisions of pharmacy, standardization of the structural units at the level of sub processes, the development of estimates of employees' labor activity for each department of pharmacy, development of bonus forms of payment for pharmacists.

We have developed a form of bonus pay for pharmaceutical professionals based on estimates of labor by using the multi-criteria analysis. The method of multi-criteria analysis of the labor activity consists of four stages. At the first stage the most important functions are allocated that workers carry and their indicators of evaluation are determined. At the second stage the duties of employees are converted into points. The activity of each employee is evaluated on a 100-point scale. Each function has a range from one to ten points. At the third stage the daily results of each worker a manager enters in an electronic database. At the fourth stage at the end of the month the results are summed up and the issue of encouraging each employee is addressed.

The system of estimates allows to allocate the functions performed by employees every day in every structural unit of pharmacy. Functions, in turn, correspond to sub processes, which any business process in pharmaceutical company can be divided to. To the group of key business processes we included the following: the process of ordering, receiving and product pricing, product release to the public; supply of goods to medical organizations; the process of manufacturing of dosage forms; the system of quality control in pharmacies. We have developed a system of estimates of pharmacists' labor for each business process, including business process "Product release to the public" (table 1).



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**Table 1.** The system of estimates of pharmaceutical professionals' labor

N	Function	Indicator	Stimulus
1	Determination of residues of goods	Number of items	Minimization of denials
2	Determining the need	Number of items	Minimization of denials
3	Forming the order	Number of items	Minimization of denials
4	Reception of goods to the department	Number of items	Recharge outs
5	Placing goods under storage sites	Number of items	Adherence to storage
6	Display of goods in the showcases	Number of items	Advertising goods
7	Making price tags	Number of items	Pharmaceutical order
8	Product release to population	Number of items, checks, total amount	The increase in turnover
9	Registration of cash receipts	Number of documents	Pharmaceutical order
10	Preparation of reports	Number of documents	Pharmaceutical order

Work on the release of product to the population is expressed in points, depending on the planned turnover. Amount of planned turnover is divided into fixed rate for each function (10 points), determined its significance in the amount, which is 1 point. If an employee scored more than 10 points, his efforts should be encouraged. In product release to population the number of checks and commodity positions is also taken into account. Also, the number of commodity items determines the performance of other functions.

We developed the program that allows to quantify the involvement of every employee in the business process, to form a financial motivation of pharmaceutical professionals, increase employee satisfaction index, extend the range of the measured parameters of the organization and balance these parameters with the financial results of pharmacy, business processes, information about the quality of customer service.