

## QUALITY MANAGEMENT IN THE ROMANIAN PHARMACEUTICAL FIELD DURING THE COVID-19 PANDEMIC

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**How to cite:** Calota Toma, B. & Gurgu, E. (2022). “*Quality Management in The Romanian Pharmaceutical Field During the Covid-19 Pandemic*”. *Annals of Spiru Haret University. Economic Series*, 22(3), 421-453, doi: <https://doi.org/10.26458/22322>

### Abstract

*Health services are very important, as in any economy, because the life of all mankind depends on them. Bearing in mind that the pharmacist is the first and last filter in the medical system, we believe that they have a decisive role in the COVID-19 pandemic. Pharmacists must take extra measures to protect themselves, their families, and the community. All patients can be considered as COVID-positive, but pharmacists will offer them the same services and care as before.*

*In the last 15 years, Romania has faced a complex socio-demographic process.*

*The decrease in the birth rate, the general mortality rate and the emigration of the young population led both to the aging of the working age population and to the decrease of the total population of the country.*

*All this aspect led to the reduction of the population size and required a rethinking of the health services system of social protection, in view of*

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*prolonging the active life of the population both from the point of view of the quality of the services offered and of the infrastructural facilities.*

*The consumption of services represents an indicator of the quality of life, which we want to discuss in this article.*

**Keywords:** *quality management, pharmaceutical field, pandemic, COVID-19, pharmacy*

**JEL Classification:** I11, I18, M16

### Introduction

Medicine appeared once with the people themselves, and the preparation of multiple pharmaceutical forms used for the care and healing of the sick has been known since antiquity.

Starting from ancient times, medicine has known a long history, which is confusing and is closely related to the history of medicine, marked by successive civilizations. (Castiglioni, A., 2019).

Medicine can be considered any substance or combination of substances presented as having properties for the treatment or prevention of diseases; any substance or combination of substances that may be administered to humans, both for correct restoration and modification of physiological function by exerting a pharmacological, immunological or metabolic action, or to establish a medical diagnosis. In the specialized literature, there is more point of view in the definition of services, starting from their characteristics. (Frank, J. R., Mungroo, R., Ahmad, Y., Wang, M., De Rossi, S., & Horsley, T., 2010)

### Literature Review

The American Marketing Association (A.M.A) defines services as: activities, benefits, or utility offered on the market or provided in association with the sale of a material good.

In international standards, services are seen as: "the result of at least one activity that takes place in the necessary manner at the interface between the supplier and the client and is generally material". (Dann, S., 2008).

Services are involved both in satisfying material needs and in maintaining complex relationships with material goods, relationships that can be of substitution or complementarity.

The concept of quality of life can be the degree to which a person enjoys the quality of the services he receives in the important moments of his life. The possibilities resulting from the opportunities and limitations that each person has in life to reflect their interaction with personal factors and of the environment. This concept is, however, subjective, the quality of services can be understood in different ways, by different people from different geographical areas or different cultural contexts. (Patrick, D. L., Danis, M., Southerland, L. I., & Hong, G., 1988).

## **1. Particularities of Services in The Romanian Pharmaceutical Field During the Covid Pandemic – 19**

### **1.1. Services offered in pharmacies during the Pandemic**

During the Pandemic period, the services offered in pharmacies were at a high level (58%) and the perceptions regarding the impact on the provision of medical services at the level of local communities, as follows. 1 to 9 In residential environments, the weight of subjects from the urban environment who provided such evaluations is higher than that recorded in the case of respondents from the rural environment (66%, compared to 50%). (Cadogan, C. A., & Hughes, C. M., 2021) Most likely, as a result of the transition from the specific rules of the state of emergency to the one corresponding to the state of alert, 26% of respondents stated that there have been some improvements in the provision of medical services, and 50% were of the opinion that this the evolutions were rather insignificant. On the types of services, slight reductions can be observed in the percentages that show the effect on their provision, which indicates a relative improvement in the perceptions among the population, along with the passing of the critical period in the state. The exceptions are represented by the increases recorded for the interventions carried out within the hospitals (from 19% in round 3 to 29% in round 4) and for rehabilitation services for children with disabilities (from 20% in round 3 to 22% in round 4). Pharmaceutical services are not limited to medication assistance (medication delivery), they include information, education, health promotion, consultation, regulatory and training services. (Aruru, M., Truong, H. A., & Clark, S., 2021)

A pharmaceutical service can also exist without medication, in some cases it even excludes the use of medication to obtain the maximum benefits for the patient.

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If medicine is a product, a tangible good, then a service is a tangible good, which cannot be kept or transported, which is currently used up and appears only at the time of its provision and consumption.

Often the service is hard to be separated from the tangible product, being associated as "added value" to the product itself. In these conditions, the understanding of the essence of pharmaceutical services is often wrong, assuming only the delivery of medicines without other additional support activities. Community pharmacies in the countries of the European Union provide a wide range of professional services to its visitors. (Austin, Z., & Gregory, P., 2021).

Measuring blood pressure, cholesterol and glucose levels are routine things in pharmacies in many countries, although the reasons of the pharmacy owners for offering these services are discreet.

Bearing in mind that the pharmacist is the first and last filter in the medical system, we have a decisive role in the COVID-19 pandemic. Pharmacists must take extra measures to protect themselves, their families, and the community. (Alomi, Y. A., & Al-Jarallah, S. M., 2021).

All patients can be considered as COVID-positive, but we will offer them the same services and care as before. (Liu, S., Luo, P., Tang, M., Hu, Q., Polidoro, J. P., Sun, S., & Gong, Z., 2020).

### 1.2. COVID-19 personnel measures

Bearing in mind that the pharmacist is the first and last filter in the medical system, we have a decisive role in the COVID-19 pandemic. Pharmacists must take extra measures to protect themselves, their families and the community. All patients can be considered as COVID-positive, but we will offer them the same services and care as before. The following procedures will be implemented in the pharmacy, which aim to limit the exposure of staff and patients:

The following procedures will be implemented in the pharmacy, which aim to limit the exposure of staff and patients:

- ▶ adaptation of the program, to avoid physical and mental oversoliciting of the staff and to be able to maintain the continuity of pharmaceutical services.

- ▶ elimination of self-service in the pharmacy, to prevent contamination of health products available to patients (food supplements, dermato-cosmetics, teas, medical devices).

- ▶ using a method of separating the personnel area from the area patients, such as: serving the emergency window, mounting panels or protective foil, ideally from

the ceiling to the floor, provided with a window and having a recommended minimum height of 2 m.

- ▶ use of air purifier with HEPA filter and UVC lamp in the personnel area. This measure is optional, but especially useful in areas where quarantine has been established.

- ▶ the use of UVC lamps for periodic sterilization (maximum 2 hours) in the patient traffic area, with the interruption of the relationship with the public during this interval. This measure is optional, but very useful in areas where quarantine has been established.

- ▶ at regular intervals (10 minutes to a maximum of two hours) disinfect surfaces with hypochlorite or other disinfectants recommended by the Ministry of Health. The disinfectants suggested by the World Health Organization are sodium hypochlorite solution 1/10 or 1/8, alcohol (minimum 70%), hydrogen peroxide, quaternary ammonium compounds.

- ▶ the staff will protect their family as if they could be exposed to an infectious contact at any time, keeping their distance from the elderly, using a separate bedroom, separate toilet and tableware, washing after each use.

- ▶ pharmacists and pharmacy assistants will monitor their temperature twice in 24 hours and keep a state of alert regarding possible symptoms in themselves, colleagues, or family members.

- ▶ the chief pharmacist is responsible for health insurance staff and patients - he can request from the company administrator the means of protection necessary for the staff (masks, gloves, disinfectants) and to apply all methods of prevention, protection, and disinfection within the pharmaceutical unit according to the updated RBPF procedures. (Mallhi, T. H., Liaqat, A., Abid, A., Khan, Y. H., Alotaibi, N. H., Alzarea, A. I., ... & Khan, T. M., (2020)

- ▶ if the minimum necessary materials, according to the emergency ordinances in force, are not provided (masks, gloves, disinfectants), the pharmacist may refuse to carry out his activity.

- ▶ special attention to the symptoms of our patients, especially to symptoms suggestive of COVID-19 such as: fever, dry cough, sore throat, headache, muscle pain, diarrhea, lack of taste and smell, shortness of breath (increased breathing rate).

- ▶ to protect the staff and the following patients, in the case of a patient who is very likely to be positive, after his passing, the activity will be interrupted and a complete disinfection procedure will be performed (UV surfaces, floors).

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► the provision of other pharmaceutical services in accordance with RBPF PL 11 (BLOOD measurement, blood glucose) is suspended until the end of the pandemic, except for emergencies, in which case additional preventive measures will be taken.

► information for pharmacists regarding general and additional measures to be followed for protection against COVID-19 only from the official source, e.g. the sites [stirioficiale.ro](http://stirioficiale.ro), [cetrebuiasafac.ro](http://cetrebuiasafac.ro), [fipregatit.ro](http://fipregatit.ro)

### 1.3. Patient counseling during pandemic times

The following procedures will be implemented for counseling the patients:

► Strict adherence to chronic treatment and regimen life imposed by the pre-existing pathology, in order not to decompensate to the point of needing additional medical services, which on the one hand are not available, on the other hand, would cause additional exposure to the risk of illness.

► monitoring and recording in a journal (e.g., in the Android smartphone application "Pharmacist's recommendation for patients") of some basic biological parameters (blood pressure, pulse, temperature and others depending on the pathology — blood sugar, saturates, etc.).

► considering the discontinuities of medical services and generalization of telemedicine services, pharmacists will grant increased attention to symptoms that suggest a possible emergency (hypertensive chest, myocardial infarction, AVC, appendicitis, etc.), with the guidance of patients to the nearest emergency units, requesting first aid, the case may be 12 and, as patients will be encouraged to call the telepharmacy, in the sense that the patient should first call the pharmacy, communicate with the pharmacy staff regarding his needs, at which time he can be advised remotely, and then come to the location or send a close one.

► management of stomatological patients with acute dental pain, with the increase in the volume of the affected area and other signs of local inflammation (possible dental abscess) during the period when the stomatological offices are closed by the emergency order

► the pharmacist (not the pharmacy assistant) after a detailed history (to check possible allergies and other health problems) will recommend OTC medicine for pain as much as possible, avoiding when it is possible to contact the stomatologist for a remote diagnosis and the release of a prescription that can be sent by email to the patient/pharmacy to which the patient is addressed. (Fox, E. R., Stolbach, A. I., & Mazer-Amirshahi, M., 2020)

▶ if this is not possible and the situation requires it, bearing in mind that access to stomatological services is practically blocked in many localities, an antibiotic can be issued without a prescription for a complete treatment of the tooth and its. This procedure is valid only during the period in which stomatological services are blocked by the state of emergency.

▶ patients will be directed to the stomatological offices in the emergency hospitals provided with the UPU, which provide emergency assistance. Management of patients whose symptoms suggest that they are COVID-19 positive (Bragazzi, N. L., Mansour, M., Bonsignore, A., & Ciliberti, R., 2020)

▶ to recognize a patient whose symptomatology suggests that he is positive for COVID-19, he is recommended to self-isolate and call 112 for the requested medical assistance, follow the instructions received and notify the family doctor by phone.

▶ if there are mild symptoms, the OTC present in the treatment protocol (e.g., paracetamol) and isolation at home and from family members will be recommended, according to the protocol for handling 1 of the COVID-19 cases.

The pharmacist is an asymptomatic person in contact with possible cases of coronavirus infection, with a reduced risk of contamination in the conditions of compliance with the above prevention methods. Therefore, he/she will self-monitor his/her temperature and symptoms of COVID-19 until the end of the pandemic. If symptoms appear, the pharmacist will self-isolate and seek medical assistance immediately.

#### 1.4. COVID-19 patient management

The following procedures will be implemented for patient management:

▶ the pharmacy door will be locked open, so that the patient does not have to touch it to open it, a contaminating gesture.

▶ the number of patients in the pharmacy will be limited, depending on its surface area.

▶ be posted in the pharmacy and verbally request patients not to touch the surfaces.

▶ priority will be given to persons over 65 years old in the time interval 11-13, with the display at the entrance of this priority.

▶ to limit the time patients spend in the pharmacy - ideally under 5 minutes (so that they do not have time to contaminate with significant amounts of the virus, in the case in which they are infected).

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► after a maximum of 20 patients or 10 minutes per two working hours with patients (the first condition to be met) will undergo a complete disinfection procedure: washed down with specific disinfectant solutions (e.g., sodium hypochlorite), surface disinfection, turn on the UVC lamp in the area intended for patients, with the temporary interruption of the activity.

## **2. Management of Pharmaceutical Services Provided Within Sensitive Pharmacy Company During the Pandemic of Covid 19<sup>1</sup>**

### **2.1. General presentation of the pharmaceutical company**

Am&Di PHARMA HOLDINGS is a Dutch company that operates the largest and most dynamic pharmaceutical group in Romania, a group that also includes SENSITIVE PHARMACY SRL.

The group's shares have been listed on the London Stock Exchange since 2006.

The group includes the most capable and experienced division of promotion and commercialization of pharmaceutical products from Romania through Am&Di PHARMA MARKETING & SALES, the strongest drug distribution network through MEDIMPLUS EXIM SRL and the largest pharmacy network through SENSITIVE PHARMACY SRL

Am&Di PHARMA HOLDINGS has been on the market for over 15 years and has over 4000 employees.

Am&Di PHARMA HOLDINGS also launched the regional expansion program, being present in the Republic of Moldova since 2006, in Hungary since 2008, as well as in other countries of Central and Eastern Europe.

By promoting high-quality medical products and services, both doctors and patients contribute to the improvement of the health sector. (Goff, D. A., Ashiru-Oredope, D., Cairns, K. A., Eljaaly, K., Gauthier, T. P., Langford, B. J., ... & Schellack, N. , 2020).

In 2021, the group's activity is structured on three business lines, each of which is managed by a Chief Operating Officer:

- Marketing & Sales
- Whole sales
- Pharmaceutical retail

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<sup>1</sup> For data and information protection, in this paper we will not use the real names of the companies involved in the study exposed

Sensitive represents the pharmaceutical retail line, being the most extensive network of pharmacies in Romania.

With more than 230 pharmacies throughout the country, Sensitive Pharmacy SRL is present in 51 of the large towns in Romania.

At the network level, it serves more than 500,000 unique patients per day, and has 1,500,000 loyal customers (loyalty card holders)

The spectacular growth of the chain of pharmacies was especially due to the attention and dedication to patients, but also to creativity and innovation.

Innovative concepts for circuit pharmacy Romania opened for the sale of cosmetic products and additional services addressed to the patient, were extremely appreciated by patients and clients, so that in a short time it became the market leader and a model to follow. The development of the company aimed at increasing the quality of services, thus, at the level of the entire network, more than 1,700,000 vouchers are made monthly on average.

Over time, Am&Di PHARMA HOLDINGS has been actively involved in humanitarian campaigns to help women, children, victims of family violence, victims of natural disasters, children with disabilities or chronic diseases, the elderly, as well as many others.

Medicines, medical equipment, hygiene products are constantly donated to non-profit organizations as well as to hospitals that take care of people in difficulty.

Founded in 2002, the Sensitive Foundation represents the social responsibility division of Am&Di Pharma and is a link between the company, the community, and the non-governmental environment.

With its establishment, it launched the Blue House of Patients Program to support women and children's victims of domestic violence and is one of the few corporate foundations that provide services directly to a number of beneficiaries.

The intervention component is related to the prevention of family violence, the foundation running annual public education and information campaigns. Also, increased attention is given to the professional development of specialists from other organizations and institutions, concerned with the problem of domestic violence, who can benefit from specific trainings and workshops.

The mission statements. The foundation aims to increase the quality of life of the different categories of people in need - children, elderly people,

People with disabilities, people dependent on the consumption of drugs, alcohol or other toxic substances, single-parent families, people affected by violence in the family, people infected or sick with HIV/AIDS, without income or with low

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income, etc., the promotion of quality services in the field of social assistance and active participation in the development of social services.

The foundation proposes to strengthen the non-governmental sector by increasing the quality of activities carried out within it and developing the institutional capacity of non-governmental organizations, as the main actors of civil society.

The values of the Sensitive Foundation are the following ones:



Integrity                                      Responsibility.....Respect.....Caring for others

**2.2 Analysis of the company's internal and external environment**

**2.2.1. Competitors**

The main competitors of Sensitive for the pharmaceutical retail segment are Help-Net, Catena Gedeon Richter, Recipes. The development of the business of the profile players is largely rooted in the legislative changes.

Changing the lists for compensated and free medicines can be done up to four times a year, the release rules are some of the elements that many players in the industry complain about.

Again, most of the chains tried to offer us loyalty cards, Sensitive had the first loyalty cards in Romania with over 1,500,000 card holders.

Competitors influence the volume of sales, especially through their behavior in terms of policy, pricing, communications, and distribution.

Thus, competition is an open and honest confrontation, through which economic agents try to maintain and improve their position on the market.

### 2.2.2. Suppliers

The company's suppliers are divided into two large categories: medicine, food supplement and cosmetic suppliers and service suppliers.

Medicine suppliers that provide a range of more than 3500 products in the company's portfolio are grouped in two categories:

- internal suppliers, namely MEDIMPLUS EXIM, the classic distribution line of pharmaceutical products that includes 12 warehouses at the national level
- external suppliers from which the company imports different products, for example, FarmeximRed, Superfoods. Interbrandis, etc.

Service providers are those from IT, suppliers of machines, cleaning services, rental space for storage, bank deposits and other services for the current activity.

### 2.2.3. Location and its influence on attracting buyers

The company has its headquarters near Bucharest, in Mogosoia Municipality, as well as in 12 other cities strategically chosen to be able to cover 100% of the country's territory.

Each pharmacy must meet the standard of functionality, accessibility, competent staff and, finally, a special appearance. Thus, the locations of Sensitive pharmacies are spread in the most accessible locations with intense commercial traffic.

The open circuit pharmacy is a health unit that ensures assistance in the outpatient clinic of the population with medical, hygienic-sanitary, cosmetic products, medical devices, but it can also contain veterinary drugs, and in which magistral prescriptions are executed. Pharmacies release medicine to the population only at retail, but they can also release in larger quantities to different polyclinics or business dispensaries.

The operating program will be displayed in a visible place and will be communicated to the General Pharmaceutical Directorate.

The necessary documents for the operation of the pharmacy are:

- Order of the Ministry of Health number 626 of 2001
- Order of the Ministry of Health number 1199 of 2004

Obtaining the operating authorization for pharmaceutical units of distribution-pharmacy, storage, drugstore is done based on the request for planning the pharmaceutical inspection and the following documents, which are submitted to the Ministry of Health and Family-General Pharmacy Directorate:

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- request type;
- the employed staff - the organizational chart of the staff depending on the size of the unit, the qualification requirements in the field, the employment contracts of the specialized staff employed and the notice of practical freedom;
- the appropriate opinion of the county pharmacists' college, respectively of the municipality of Bucharest, regarding the establishment of the respective pharmaceutical unit
- the constitutional act of the commercial company (statute and/or contract);
- the irrevocable termination of the judge delegated for the authorization and registration of the commercial company as the case may be, the judge's decision is final;
- a copy of the registration certificate at the trade register and, if applicable, the request for mention in the trade register for the registration of the headquarters of the pharmaceutical units;
- the sketch and technical report regarding the premises of the unit;
- furnishing with furniture, utensils and equipment;
- the sanitary authorization of the pharmaceutical unit;
- the sanitary authorization of the pharmaceutical unit;
- proof of ownership of the space;
- the list including specialized literature and the legislation in force.

After the analysis of the complete submitted documentation, the applicant will be answered within a maximum period of 15 days from the date of registration of the application, in the case of an incomplete documentation, the maximum period of 15 days from the date of application.

In case of a favorable answer, inspectors from the Inspection Service of the General Pharmaceutical Directorate will carry out the inspection within 30 days from the date of communication. The inspection is completed with an inspection report for authorization, drawn up in two copies, one of which will remain at the inspected unit.

In the case of a favorable inspection report, the applicant will pay the authorization amount provided by the Government Emergency Ordinance no. 152/1999 on medicinal products for human use, with subsequent amendments.

The operating authorization will be issued within a maximum of 30 days from the date of the inspection.

In the case of an unfavorable inspection report, the applicant can appeal within 3 days from the date of receipt of the report to the Ministry of Health and Family -

General Pharmaceutical Directorate. The response to the appeal will be communicated to the applicant within 30 days from the date of filing the appeal.

In the urban environment, a pharmacy can be established for a population of 5,000 in neighboring or subordinate communes, where there are no pharmacies.

In the rural environment, pharmacies will be established, preferably near the headquarters of the sanitary units, and the pharmaceutical activity can be carried out in the pharmaceutical unit that can serve one or more communes.

In isolated rural localities where pharmacies do not operate, the population's medication insurance will be provided by the nearest pharmacies, by establishing a work point. The authorized pharmacies that can establish this point of work will request the consent of the Ministry of Health and Family and will respect the following conditions:

- they will ensure a space that meets the conditions of storage, conservation and release of medicinal products;
- they will nominate pharmacists to move to those localities;
- they will establish an activity program in accordance with the program of the sanitary unit in the respective locality;
- the county pharmacists' college will announce;
- the work point will cease its activity of authorization to an independent pharmacy in the respective locality.

#### **2.2.4. The company's workforce**

The contracting parties agree that the employment of the Sensitive personnel shall be based on an individual employment contract under the terms of the Labor Code and the Law. 130/, 1999

The staff employed by Sensitive brings together more than 4000 professionals with degrees in medicine, pharmacy, management, informatics, human resources, legal marketing, communication, or supply.

Sensitive permanently invests in the professional training of its team so that it can adapt to the changes that constantly intervene in the pharmaceutical market and can satisfy the demands of the clients and the current business. ( Sami, S. A., Marma, K. K. S., Chakraborty, A., Singha, T., Rakib, A., Uddin, M., ... & Uddin, S. M. , 2021)

The staff is one of the company's most important resources.

In the pharmacy they carry out their activity, based on the free practice authorization, the specialty staff is composed of:

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- pharmacists;
- specialist pharmacists;
- primary pharmacists;
- resident pharmacists;
- pharmacy assistants;
- main pharmacy assistants;
- beauticians;
- administrative staff.

The work clothes of the specialty pharmacy staff, regulated uniformly by the Ministry of Health, must be dignified, impeccable, decency, and inspire professionalism, safety, and trust in the patient. Special attention should be paid to the work equipment in the pharmacy (gown). It will be white in color.

The specialized personnel will obligatorily wear a badge on which the name and function will be visible.

The specialized staff must ensure and maintain their professional training at a high level, by permanently updating their knowledge in their professional area, to fulfill their duties with high competence.

The specialized staff must not use the means of unfair competition to obtain material or other advantages.

The following activities are unfair practices, without being limited:

- attracting patients by offering material advantages or false advertising;
- using the position held or the mandate entrusted within the management bodies to attract patients. (Kretchy, I. A., Asiedu-Danso, M., & Kretchy, J. P., 2021).

Unjustified and competitive denunciation of colleagues is punishable.

Any information provided to the public by the specialist staff in connection with the health services provided must be correct, decent, legal, and honest.

Any information and promotional material regarding professional services must be consistent with the role of the specialty staff in health promotion and allow the patient to decide on the appropriate service.

To promote their own services, the specialized staff must refrain from defaming the professional services of other colleagues.

The specialty staff must refrain from any procedure or means contrary to professional dignity, which would harm the patient's right to choose his specialty staff.

Throughout the practice of the profession, the pharmacist must ensure that the actions to promote medicines, in which he is involved, or which take place in the units where he works, are following the provisions regarding their publicity.

The pharmacist will make sure that the promotion of medicines does not involve the obligation of the patient to buy or receive unwanted or excess medicines instead of the ones he wants or together with them.

In view of the permanent updating of professional knowledge, the specialized staff is obliged to:

- to plan and participate in professional training organized or accredited by the Romanian College of Pharmacists;
- to evaluate and apply in current practice the permanently updated knowledge;
- to document his preparation, through the forms of the accepted professional development programs, when this is requested by the specialty commissions of the college he is in charge of;

The pharmacy is managed by the chief pharmacist who appoints a substitute during his absence from the pharmacy.

Resident pharmacists or pharmacy students and pharmacy assistants in internship can carry out the activity in the pharmacy under the guidance of specialist or primary pharmacists. (Hamza, M. S., Badary, O. A., & Elmazar, M. M. , 2021).

Apart from the pharmacy specialty staff, the following categories of staff can work:

- accountants;
- programmers, cashiers;
- carers etc.

Staffing with pharmacists and pharmacy assistants is done in such a way as to ensure the proper functioning of the pharmacy for the duration of the declared program and correlated with the volume of activity.

Duties of the chief pharmacist:

- he must be informed about all the aspects and requirements related to the function he performs;
- he must ensure that all members of the staff under his command are informed about the professional duties that they must fulfill;
- must transmit clear instructions to prevent any risk of error; as far as possible, he will transmit standard operating procedures in writing;

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-ensure that subordinate staff members perform their duties in accordance with the legal provisions, but also with competence and personal skills;

- must respect the professional independence of subordinate pharmacists;

- ensure that the equipment, premises and utilities at the workplace are maintained to the standards accepted for the proper performance of professional activities;

- ensure that all professional activities carried out under his control, as well as those performed by him personally, are subject to professional liability insurance;

-ensure that all measures regarding the preservation of confidentiality are effective;

-he has the duty to notify the college within which he carries out his activity of any change of professional interest regarding the staff members subordinate to his position;

- he must accept, as far as possible, pupils and students to complete the internship in the unit he leads. "The code specifies, in order to underline the importance of the function, the obligation of the pharmacist that, before occupying a management position, he also has the obligation "to self-evaluate and make sure that he is able to fulfill all the responsibilities of this position". The clarification is welcome, given the fact that a series of administrative and management activities make a lot of the work of the farm of the subordinate, even if the requirements regarding professional decisions are the same. Practically, in each chief pharmacist we have a small manager, manager, economist, etc.

Therefore, for these functions, other skills than those strictly related to the pharmacist profession are often required, such as: a good computer user, a person with initiative and a highly developed sense of responsibility, etc.

We must not forget that through the membership certificates in the College Pharmacists are certified in the pharmaceutical field, but for the other activities carried out tangentially by the chief pharmacist, it is possible to obtain a certificate of completion to attest his training in related fields (management , calculation technique, etc.). On the other hand, compared to the recent accession and the flow of information accessible via the Internet, in order to be informed about new treatments, substances, medicines.

The pharmacist's duties:

- ensures the preparation, conservation and release of magisterial and official documents;

- ensures the preservation and release of medicinal products, hygienic-cosmetic products, as well as medical devices;
- performs the qualitative and quantitative reception of medicinal products and other products for human use when they are received in the pharmacy;
- performs, in accordance with the provisions of the Romanian Pharmacy in force, the quality control of distilled water;
- participates in the pharmacovigilance activity;
- cooperates with the doctor in connection with the therapeutic scheme in the case of drug associations and the prescription of the master's prescription;
- follows the therapeutic novelties on the national and international level;
- must know the sanitary and pharmaceutical legislation in force;
- find out about the legislation and regulations of international organizations in the field of medicine, to which Romania has joined;
- supervises the activity of the pharmacy assistant and the pharmacy assistants in practice;
- ensures and monitors the practical internships of students, resident pharmacists and trainees; (Hamid, H., Masood, R. A., Tariq, H., Khalid, W., Rashid, M. A., & Munir, M. U., 2020)
- throughout his activity the pharmacist will respect the principles of professional ethics and deontology.

The chief pharmacist or his substitute is responsible for the activity of the pharmacy as a whole and for representing the pharmacy before any control of the competent authorities and cannot be replaced by another professional.

The duties of the pharmacy assistant:

- the pharmacy assistant is a health worker who graduated from the post-graduate school with a pharmaceutical profile or from another form of post-graduate education whose studies were equivalent and who has the title of pharmacy assistant
- the pharmacy assistant carries out his activity in the pharmacy under the direct guidance of the pharmacist. He is the executive staff.
- the pharmacy assistant can dispense medicinal products that are dispensed without a medical prescription, the handling of toxic and narcotic products being prohibited.
- the pharmacy assistant must know the health and pharmaceutical legislation in force.

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The responsibilities of the chief pharmacist, as well as the entire staff, must perform certain tasks that are well established in the job description.

For the pharmacy staff, there is a contract or other written form that certifies the right to perform their profession in that pharmacy.

The pharmacy staff is carefully supervised by the chief pharmacist during the execution of the given attributions and a periodic evaluation of the professional competences is done.

### 2.2.5. Supply activity

Supply is one of the most important and vital aspects of commercial activity, without supply the optimal activity of the company cannot be carried out.

The supply must be dynamic, to ensure the medicines, on time; this type of activity must be continuous, rhythmic, without gaps, without breaks.

The supply must be rational, avoiding the exaggerated loading with certain products, which would lead to the unjustified agglomeration of the spaces, but also to the blocking of the sum of money, respectively to the impossibility of supplying another product.

A complete assistance to the population with pharmaceutical products is determined by the existence within the unit of the necessary assortments and in appropriate quantities, so the supply is made according to the nature and the speciality. (Kuo, S., Ou, H. T., & Wang, C. J., 2021).

The need for the pharmaceutical product is established according to the probable need for a certain period (days, weeks, months), this being expressed for each assortment in part.

Method for determining the need for medication:

- direct method that uses precise concrete data
- the indirect method that uses data on the drug consumption of the previous period of determination (this is the most used method).

### 2.2.6. Management of pharmacy goods

Asset management represents the totality of operations related to the receipt, storage and release of material assets or monetary values performed by an employee within the scope of his duties.

Objectives:

- participates in the inventory activity

-participates alongside the leading pharmacist in the preparation of the documents related to the management of the pharmacy:

- the register of the house, currency (daily), the description of the method of completing the register of the house and the currency (example) and the method of calculating the daily salary

- management report, inventory list, register of fixed assets and inventory objects, drawn up at certain time intervals

- knowledge of pharmaceutical IT systems for carrying out the activity of managing pharmacy goods

- knowledge of the pharmacist's relationship with the institutions, the ability to control the management of the pharmacy (the control of the National Health Insurance House, of the stock of medicine, consistency between the displayed and registered prices, of the recipes, the invoice, the grant).( Strand, M. A., Bratberg, J., Eukel, H., Hardy, M., & Williams, C. ,2020)

### **2.2.7. Reception of medicines in Sensitive pharmacies**

By reception is meant the totality of the operations that are performed upon receiving the medicinal products, verifying the existence of the quantity and value entered in the accompanying documents.

Terminology:

- collection order: an internal, unique document, based on an order, which is used in the process of collecting the goods for the customer

- route list: internal document, unique generated for a delivery tour, which centralizes all the orders prepared for delivery and which is used in the delivery process (Bahlol, M., & Dewey, R. S., 2021)

- package: the box containing individualized product units by the attached collection order

- types of packages: - two-dimensional standard boxes with black lids containing units of product packaged in an environmental environment, according to the order of collection, which can be found inside or attached to the side;

- two-dimensional cold box with red lid with isotherm kit containing the attached order

- special product boxes of two dimensions that contain the product with the related order

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- produced under a special regime from the category of psychotropics and narcotics, provided with a seal, which in turn are accompanied by the collection order;

- the original box sealed by the factory, which contains the product quantity, seal, which in turn are accompanied by the collection order;

- distributor-delegate of the warehouse who delivers the products to the pharmacy;

Description of the procedure:

All orders are processed at the individual parcel level, based on the pick-up order.

All products are picked and packed according to the order and must match in number and name.

Distribution is carried out for Sensitive pharmacies according to the following procedure:

- the distributor of the Medimplus warehouse delivers to the pharmacy the boxes and boxes at the order level

- the Medimplus distributor handles the delivery of the travel list to the pharmacy representative for scanning (bar code related to the delivery point)

The pharmacy representative scans the route list, so he stores all the information from the Route List (number of the box, order, received bills)

The MDP distributor operates the delivery of orders by counting in accordance with the information retrieved by the pharmacy's IT system from the Track List.

The pharmacy representative validates the receipt directly in the pharmacy's IT system.

If there is a difference between the number of orders received in the report with the data taken from the Track List, the pharmacy representative and the distributor proceed to the identification of the missing order. This identification can be done by scanning order by order, or by counting the orders and numbers from the Track List, physically delivered.

The MDP distributor, together with the pharmacy representative, proceeds to pick up the products, identifying the name, expiration date and number for each product in the batch.

For the product in the special regime (toxic and narcotic), the pharmacy representative will stamp the second copy of the invoice to hand over to the distributor

The MDP distributor will take over the empty boxes and isothermal kits from previous delivery or from the current delivery, you will count them in the presence of the pharmacy representative, who will directly fill in the number of the box delivered in the "number of delivered box" section in the IT system. The pharmacy representative in the presence of the warehouse representative will close the primary order reception directly in the IT system by accessing the "save receipt" button

Then proceed to the receipt of the products by scanning the unique Sensitive codes, first identifying the bbd, then scan each product separately, and finally save the receipt.

In case of non-conformity with the order of collection, they will be sent by filling in a complaint to the "customer support" department of the MDP deposit, by filling in a form specifying: product minus, product plus or inversion.

The decision to deposit will be made after receiving the collection order.

Based on this, the traceability in the deposit and the cause that led to the non-conformity of the delivery will be made.

The response time is 24 hours from the receipt of the claimed order.

The resolutions are as follows:

- the product found to be defective will be sent to the next delivery accompanied by the related verbal process.

If the related product does not exist in the warehouse, a negative invoice for the respective product will be sent to the pharmacy,

- the surplus product is sent by the MDP deposit agent accompanied by the related collection order.

- the damaged product will be sent to you through the MDP warehouse distributor for replacement or for the issuance of a return invoice for the respective product.

The reception of medicines is carried out by the leading pharmacist or a substitute, in a specially arranged space

The main suppliers of pharmaceutical products for pharmacies are pharmaceutical warehouses.

The pharmaceutical recipients, the herbal medicinal product, can also be received by the population

Reception of pharmaceutical products can take place:

- directly at the pharmaceutical warehouse.

- in the pharmacy, in the case of their transport with the transport of the deposit.

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In addition to the main supplier, namely the Medimplus warehouse, Sensitive pharmacies are also supplied by external suppliers.

The reception of the products is as follows: the representative of the pharmacy takes the goods quantitatively, qualitatively, and organoleptically.

The pharmacy representative will stamp the second copy of the invoice, which will be handed over to the representative of the respective deposit.

The next step consists in the introduction of invoices into the IT system by the pharmacy representative.

### Objectives:

- knowledge and participation in the quantitative, qualitative, and quantitative reception of medicines and parapharmaceutical products
- identification and description of the component parts of an invoice (filling method, due date, validity period in accordance with the one written on the box)
- checking the prices listed on the invoice, which must not exceed the maximum price
- knowledge of how to prepare receipt notes for medicines and parapharmaceutical products
- participation in the activity of recording the prices on the packaging, in accordance with the ones in the calculator.
- the use of pharmaceutical IT systems (computerized management program) in the reception activity of the pharmacy - registering invoices, drawing up and issuing internal reception notes in the pharmacy

### **2.2.8. The procedure for ensuring the storage conditions of medicines**

The leading pharmacist continuously monitors the quality conditions for keeping the medicines in the pharmacy's stock by:

- self-inspection measures
- supervision of the personnel responsible in this sense
- the pharmacy staff nominally responsible by the pharmacist in charge for monitoring the storage conditions in accordance with the manufacturer's regulations (explicitly mentioned on the label/packaging of the food)

The managing pharmacist appoints by internal note a person responsible for monitoring compliance with the storage conditions:

- in the office, the optimal temperature must be 20 degrees Celsius +/- 5 degrees Celsius and relative humidity RH:60% +/-5%

- in reception, the optimal temperature must be 20 degrees Celsius +/-5 degrees Celsius and the relative humidity RH: 60%/+-5%
- in the pharmacy warehouse, the temperature must be similar to that of the office and reception
- the refrigerator for keeping medicines in the "cool" place, the temperature must be between 8 and 15 degrees Celsius

-fridge for keeping medicines "in the cold" 5 degrees Celsius+/-3 degrees

The managing pharmacist will assign to each storage space/premises

medication in the pharmacy as a device for measuring temperature and relative humidity, calibrated annually by an authorized metrology body, keeping records of daily records for a minimum of one year from the date of delivery to the expiration date Monthly temperature and humidity monitoring tables.

In order to avoid omissions, the leading pharmacist prepares the List Medicines that are kept in a cool place, as well as those that require a temperature of 5 degrees Celsius + /-3 degrees Celsius and display them in a place visible to the pharmacy staff (usually within inches of the refrigerator).

The recording of temperature and humidity data will be carried out at six-hour interval, the recording of data during the night will only be carried out in the case of automatic measuring devices that allow the data to be downloaded on paper.

As a rule, in the case of temperature measuring devices and humidities that do not have their own alarm devices for recording exceedances in case of heat wave or other situations with extreme temperature (negative or positive), the leading pharmacist together with the rest of the people around the world emergency corrective and preventive measures. (Meghana, A., Aparna, Y., Chandra, S. M., & Sanjeev, S., 2021)

The entire staff of the pharmacy is obliged to identify from the moment of receipt the products delivered by the authorized distributors of thermolabile medicines to store them in the appropriate environment.

Also, all personnel ensure that at the time of release photosensitive thermolabile drugs like his patients their owners have understood the special storage conditions including the special mentions, referring to the validity of external preparations, as well as those with limited validity in certain humidity conditions and/or the light at the time of unsealing the package.

During the summer holidays, the pharmacy staff will take care of additional precaution to ensure the maintenance of the quality of thermosensitive medicines

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during transport by patients or their relatives, making them available: cooler bags, shoe bags.

### **2.3. Quality control and company's policies within Sensitive pharmacies**

Pharmaceutical services are the services provided by pharmacists in the pharmaceutical care concept. Pharmaceutical services are not limited to medical assistance (delivery of medicines), they include information, education, health promotion. A pharmaceutical service can also exist without medication, in some cases it even excludes the use of medication to obtain maximum results for the patient.

If the medicine is a product, a tangible good, the service is a tangible good that cannot be transported or kept, which is temporarily exhausted and appears now of its provision and consumption.

Often the service is hard to separate from the tangible good, being associated as "added value" to the product itself.

In these conditions, the understanding of the essence of pharmaceutical services is often mistaken, assuming only the delivery of medicines without other supporting activities.

It is important for pharmacists to understand any interaction with the patient/visitor to solve his health problem represents a service rendered by him which must be of quality, in accordance with the existing professional standards. As is known, quality, in the most accessible sense possible, has been defined as representing the degree of consumer satisfaction and is oriented in four directions:

- to the product
- to the technological process
- to the beneficiary
- towards costs

The old saying about quality being in the eye of the beholder is true, quality is measured by the customer.

Sometimes, there is a tendency to think of quality as the best material, the best equipment and absolute zero defect, however, in most cases, one does not expect and cannot afford a perfect solution.

Since quality is defined by the customer, it may seem that it is completely subjective, yet there are many things about quality that can be done objectively. This first requires breaking down the generic term "quality" into the specific aspects of quality that are important to the customer.

About the existence of some services, or more correctly said, about existing a quality control service, organized on a scientific basis, can rarely be spoken of. As a rule, quality control is ensured by a certified employee who is up to date with international regulations. In addition to understanding the definition of quality, it is important to recognize the interests of other participants.

Depending on the roles of the participants, there may be other quality requirements that must be met, such as:

- the company-solution reaches the strategic discovery
- buyers-the solution meets the specifications
- end users - the solution helps them to do their work better, faster, easier

### 2.3.1. Price policy

Sensitive cannot set the price of medicines because it is imposed by the Ministry of Health, to which it can only possibly apply the lowest surcharge or sell more products at the price of one.

Regarding the price of OTC (over the counter) medicines, Sensitive did not increase the commercial allowance, but even more since last year it has come with numerous promotions.

It is possible that the price of some products has known a slight increase, but this is not due to Sensitive's price policies, but due to the price increase at the producer, or the exchange rate fluctuation.

Another reason that led to the increase in the price of OTCs, this being the only medicine whose price is not imposed by the ministry, is due to extensions of payment terms from the insurance system for free and compensated medicines. In this sense, the only receipts on which the pharmacies had them came from the sale of OTCs and the patients' co-payment for the compensated medicines.

### 2.3.2. Promotion policy

The promotional activity of the Sensitive company includes a series of methods aimed at increasing the number of customers and increasing the rate of profit.

Such principal means are:

- information magazine for the company's clients
- means of information on the Internet
- presentations organized by doctors
- the media advertisement

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By definition, the strategy consists in specifying the fundamental approach to obtain the competitive advantage pursued by the company, which contextually provides the actions to be taken in each functional area.

In practice, many strategic plans are a list of action phases, without a clear articulation of the competitive advantage to be achieved and the methods to be used.

The main characteristics of the strategy applied by the company are:

- the strategy always aims, explicitly and implicitly, at achieving well-defined goals, specified in the form of its objective mission
- the strategy concerns the future period of the company's life and the high degree of risk, including the uncertainty associated with it
- the scope of the strategy is the organization as a whole
- the strategy is based on the correlative approach of the organization and the environment in which it carries out its activity
- the strategy has a formalized character, taking the form of a plan
- the strategy aims at prefiguring a competitive behavior for the organization in the long term
- achieving the greatest synergy is always the goal of the strategy development process; its economic expression is the generation of added value as substantially as possible, recognized by the company's customers
- the basis of the strategy approach is the principle of equi-finality, according to which there are several modalities or combinations of resources and actions, through which it is possible to ensure the achievement of a specific objective
- the strategy is a result of the explicit implicit negotiation of the stakeholders, the negotiation based on the discovery of multi-dimensions, which is not completely opposite

### 2.4. SWOT Analysis

Based on the SWOT analysis, in order to maintain and especially increase the company's competitiveness, it is recommended to follow a ST strategy (strengths-threats), taking into account the existing weaknesses.

There is a need for the continuous development of the existing Work Points (increasing storage spaces, relocating certain warehouses, the development of the car park) and the creation of new ones to strengthen the position of the company on the Romanian market, thus being able to face the appearance of companies from abroad, thus raising the entry barriers on the market.

Fighting the actions of the competition is possible by continuing customer loyalty through special services, because, as I have shown before, in the distribution of medicine, the services offered are particularly important, the services that can weigh more than the commercial conditions. The continuation of the motivation of the employees in the involvement in the development of the company and the loyalty of the internal clients protects the organization, keeping and attracting the competent staff against the competition.

It is necessary to adopt a flexible development plan for the company depending on the actions of competition on the market and the possibility of adopting restrictive laws in the pharmaceutical field

#### SWOT Analysis of the SENSITIVE SA private pharmacy

Strong points	Weak points
<ul style="list-style-type: none"> <li>- the pharmacy is registered and operates legally, and has authorization for toxic and legal narcotics</li> <li>- the pharmacy's computers are permanently connected to the Internet</li> <li>- the staff consists of pharmacists, pharmacy assistants and beauticians with thorough training</li> <li>- the staff is receptive to patients' problems</li> <li>- good position on the domestic market</li> <li>- reduced debt level</li> <li>- favorable liquidity and solvency values</li> <li>- the company offers a diversified range of financial strength products</li> <li>- national coverage</li> <li>- strong image promotion system</li> <li>- a very powerful IT system</li> <li>- offering special customer services</li> <li>- very good collaborative relationships with producers</li> <li>- opening in the promotion of internal competences (persons from within the company)</li> </ul>	<ul style="list-style-type: none"> <li>- there are delays in the payment of suppliers due to the large amounts of ordered and unsold goods</li> <li>- insufficient funding source</li> <li>-modest financial result in 2014</li> <li>- this car park is reduced compared to needs</li> <li>- reduced spending budget</li> <li>- less advantageous commercial conditions compared to the competition</li> <li>- lack of division of the sales department into divisions, compared to some competing companies</li> </ul>

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Opportunities	Threats
<p>The opportunities represent external environmental factors favorable to the Sensitive company, the new chance to increase the company's capital</p> <ul style="list-style-type: none"> <li>- winning new niches on the market by introducing new brands</li> <li>- the medicine market in Romania is poorly developed (the lowest medicine consumption per inhabitant in Eastern Europe)</li> <li>- increasing the minimum income per economy</li> <li>- increasingly better qualified workforce in the field of sales</li> <li>- modification of the medication compensation system</li> <li>-increasing the percentage of GDP allocated to the health care system, according to the standards of the European Union</li> </ul>	<p>Threats represent negative external environmental factors for Sensitive SRL and</p> <p>namely, situations or events that can adversely and significantly affect the company's ability to achieve its established objectives, determining the reduction of economic and financial performance.</p> <ul style="list-style-type: none"> <li>- the existence of payment delays on the part of the National Health Insurance House, which leads to delays in the payment of suppliers</li> <li>-foreign competition from large profile companies</li> <li>-there were more reductions in the price of medicines imposed by the Ministry of Health, which decreased the commercial margin of the pharmacy, including the profit.</li> <li>- there is a greater demand for generic drugs that are much cheaper than the originals</li> <li>- the economic situation of the country</li> <li>-liberalization of the pharmacy market</li> </ul>

**Conclusion and Recommendation**

The pharmaceutical market in Romania is strongly fragmented, in being present at the national level over 5000 pharmacies of which, according to certain estimates, 1500 are included in 150 chains (the legislation in force only allows for chain pharmacies), 70% of these are contained in chains, with at least 10 pharmacies.

Although there are a large number of drug manufacturers (Sanofix, Therapia, Hoffmany La Rocher, Novartisa, Servier, Pfizeras, GSKs), the majority of which are of international size, which due to their diversity could not exert adequate pressure on the price policy, the market that there are changes in the price that are

directly caused by the discount policy of the medicine suppliers as well as the payment terms practiced by them in the relationship with the distributors.

Another important aspect is represented by the mix of the original molecule and the generic that each producer brings to the market as well as the inclusion of this molecule in the national health program, in the list of compensated drugs and of drugs released without a prescription.

In recent years, the wholesale market has matured and at the same time concentrated, so that the first 10 distributors own 90% of the market.

Having the largest market share, Medimplus (part of Am&Di Pharm) remains the market leader followed by the following players (in random order): Pharmexperts DCI, Pharmexims, RemediaRed, Polisany, Europharms Holding, AmDiM Pharmacy, Pharmyx, etc.

With the constant evolution of the number of players, the market allowed the consolidation of the position of the main players on the market who entered a war of discounts that led over time to the erosion of profit margins.

This evolution will require in a distant future new consolidation through takeovers and acquisitions, which will generate the synergies necessary to increase operating margins. The total value of medicines released to patients in the 2nd quarter of 2014 amounted to 3.01 billion lei, an increase of 5.7% compared to the 2nd quarter of 2013. value of 2.15 billion lei, increasing by 4.5%. Non-prescription drugs (OTC) reached a value of 0.46 billion lei, an increase of 12.8%, and the hospital segment reached 0.40 billion lei, an increase of 4.6% compared to the 2nd quarter of the year precedent.

Compared to the growth rates of the last 5 quarters, in the 2nd quarter there is a tendency to return through a positive growth rate, both in units (3.2%) and treatment days (6.9%), as well as in value, in lei (5.7%) or in euros (4.9%).

The pharmaceutical market is mainly represented by the urban area, specifically, 78% of the retail market is concentrated in big cities, and 95% of the hospital market is concentrated in cities and towns.

In these conditions, a third of the prescriptions prescribed by doctors in the rural environment remain only informative notes for patients.

This is because, if they don't have a pharmacy in the place where they live, many of them don't go all the way "to the city" to buy their medicines.

In Romania, there are less than 1,000 pharmacies in rural areas, say analysts from the management consulting company A.T. Kearny. Maybe also because a pharmacy should have a turnover of at least ten thousand lei per month in order to

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survive, and in the rural environment, the purchasing power places the sales far below this value. that the average annual consumption of pharmaceutical products in the urban environment is around 100 euros per inhabitant in the rural area, it is only 50 euros.

Consequently, the reduced consumption of medicine in villages and communes cannot be attributed to the better health of the inhabitants, but to the much more difficult access to medicine.

Analysts from A.T. Kearney say that this situation offers opportunities for opening pharmacies in rural areas.

The opportunity that Sensitive has already taken advantage of, which opened the first rural pharmacy in the autumn of last year, in Crasna, in Gorj county, and the distributors are willing to deliver medicines to the village, because this is what they are going to do along the route, they thus have the possibility to distribute in the intermediate areas of the big cities, the baskets being distributed to a larger base of pharmacies.

As for the trend, the rural area has an unexplored potential and for the distribution channels of parapharmaceutical products. In addition, it is expected that the strong expansion of hypermarkets will have an influence on the pharmaceutical market as well. More precisely, the distributors of OTC products and medicine (non-prescription medicine) will turn to this channel, which ensures a good presentation to final customers, and which guarantees their circulation. In this situation, some parapharmaceutical product could be associated with the FMCG category (fast moving consumer goods), in terms of logistics and marketing dynamics.

According to a study by A.T. Kearney, a strong increase in health expenses is expected in the coming years.

The growth rate will quickly reach from an annual average of 12% to over 19% in the next four years.

Private expenses are growing faster than public ones, and a large share of these private expenses is the constitution of OTCs, medicines that come to act for prevention.

If we look at the field of producers, production is in the process of consolidation, because of foreign investments. In the last two years, there were several international players who made acquisitions in the local production: Ranbaxys, which bought Terapy, Actavisa, which bought Sindans, Zentivar with Sicomed.

Production is a different game than distribution.

In production there is a need for financial strength, no matter if ethical medicine or OTCs are produced.

The main ten players make more than 50% of the production. This means that the market is still fragmented and there is room for consolidation. There is still a lot of room for growth.

The Romanian pharmaceutical market is still far from reaching maturity. For this reason, it is considered that the main factor that generates the increase is the increase in the expenses allocated for the purchase of medicine, per inhabitant, the consumption being 70 euros per inhabitant, comparative with European standards - 240 euros per inhabitant.

This increase is realized directly by increasing the income of the population, who can afford to buy more or more expensive medicine, but also due to the larger sums allocated from the National Single Health Insurance Fund.

The other factor for the growth of the pharmaceutical market, respectively the introduction of new products on the market, is a decisive factor for the mature market, but for us, it will have an impact for some time.

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