



BUSINESS: EDITORIAL

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Region of Recent Hostilities: Disruption of Chain of Work Processes in the Practice of Oral Surgeon: Opportunity for the New Generation of Stomatologists

Ivan V. Nagorniak

... *Russia has broken the normal chains...*¹

—Volodymyr Zelenskiy

President of Ukraine

Day 235 of a full-scale Russian-Ukrainian war
(Oct 16, 2022)

Day 247 of a full-scale Russian invasion in Europe. The recent rocket attack on Kyiv during the morning commute and an attack by kamikaze drones^{2,3} is not something that can contribute to a positive work atmosphere and a boom in job interviews. Such continuous acts of terrorism can only cause a disruption in the chains of work processes. In stomatology, such chains cannot be built overnight. Typically, it takes years of collaboration and growth of the trust.

The quality of the relationship between the members of the chain, speed of collaboration, accessibility of stomatologist for the particular patient are vital for the success of the entire chain having a positive effect on profitability and existence of the whole (Huntley, 2006; Atrek et al, 2014;

Nagorniak, 2022).⁴⁻⁶

On other hand, such gaps in the chains of work processes are the chances for the young, less experienced stomatologists of all specialties—orthodontists, prosthetic stomatologists, surgeons focused on dental implants, etc. A chance to take the place of more experienced and famous stomatologists.

Summarizing the 247 days of Russia's war of aggression against Ukraine, the following conclusions can be drawn regarding the disruption of work process chains in Kyiv city and options for their resolution:

- Percentage of female stomatologists and doctors from medical departments which evacuated are higher comparing to male colleagues. Maybe, upon the repair of the broken work chains for the period till victory over occupiers, oral surgeon should focus on male colleagues with reason to avoid possible future disruption of a repaired work chains. On other hand, we must avoid discrimination

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based on gender.

- Young and/or less experienced stomatologist can receive their chance to start collaboration with highly experienced team or to hold a position in a clinic of their dream.
- Delay (loss of time) for the period of searching for new partners to resume the chain of work processes affects the ability to perform certain manipulations and, as a result, affects the profitability of the practice. Thus, the practice owner or practitioner should react promptly and dedicate part of their time and efforts to repair the chain as soon as possible. Moreover, those stomatological practice owners who will manage this challenge faster than others will be more successful.
- While trying to find the positive in this difficult wartime situation, we can say that such disruptions to work processes are also a way to refresh the stomatological team and find new talents.

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