

development, debugging, testing and documentation. The results obtained not only confirmed the relevance of the chosen topic, but also showed the high efficiency of using simple digital tools for the automation of medical services. Based on the analysis of similar systems, including foreign solutions, my own vision was formed – the creation of an autonomous, full-featured Telegram bot that does not require third-party servers, complex installation, or expensive tools. Particular attention was paid to the fact that the user could fully go through the entire cycle of interaction with the bot, from launch to making an appointment, in a matter of minutes. The system is completely autonomous – it can be run on any computer with Python installed. A Telegram bot does not depend on hosting, third-party APIs, or servers, meaning it works locally, which is critical for small healthcare facilities that do not have access to complex IT infrastructure.

*Conclusions and prospects.* To sum up, the developed Telegram bot fulfills the task completely, that is, it provides simple, fast, intuitive interaction between the patient and the medical institution, reduces the number of routine actions of the staff and creates a qualitatively new level of service in healthcare. The implementation of such a tool in practice will be an important step towards the digital transformation of local medical structures and improving the quality of patient care.

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## IMPLEMENTATION OF FLEXIBLE PROJECT MANAGEMENT METHODS BASED ON THE SCRUM METHOD

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The present requires a significant increase in the efficiency of software for IT projects. The analysis showed that agile software development methods have now taken a key place in IT projects. Obstacles to flexible transformation, which mainly concern small and medium-sized enterprises, are considered. The purpose of the study is defined, namely, to promote the successful implementation of agile project management based on the Scrum method, to study the integration of agile methods into OPI's management processes to promote the formation of an agile organizational culture at all levels, to check the effectiveness of OPI's agile processes of organization

and development in adapting to changes in the external environment and optimizing project management processes. A generalization of the experience of implementing flexible transformation for other similar enterprises is carried out.

Agile software development has taken a key place in the IT projects of large enterprises, but some small and medium-sized enterprises have faced obstacles to agile transformation without meeting expectations. OPI is a high-tech enterprise controlled by a state-owned enterprise specializing in water informatization and intelligent solutions, 70% of whose revenues come from IT projects, faced the problem of low efficiency of IT projects due to changes in external conditions. In this regard, senior management was forced to plan the implementation of an agile development methodology in the project management process in the software development department.

The purpose of this study is to promote the successful implementation of agile project management based on the Scrum method from OPI, to solve the problem of low efficiency in the implementation of IT projects, to study the integration of agile methods into the company's management processes to promote the formation of an agile organizational culture at all levels, to check the effectiveness of OPI's agile processes of organization and development in adapting to changes in the external environment and optimizing management processes projects, as well as a generalization of implementation experience for use as a guide for the flexible transformation of other similar enterprises.

The successful implementation of the flexible OPI model offers the following important findings:

- 1). Pilot project selection: choose the first agile project based on four criteria: appropriate importance, sufficient visibility, manageable scale, and measurable results;
- 2). Transition Management: Building an agile transformation team to support process change, ensure seamless implementation, and align with the organization's goals.

Future research and practical use of the case project are expected.

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