

Nursing Entrepreneurship: sharing experiences

Empreendedorismo Empresarial na Enfermagem: compartilhamento de experiências

Emprendimiento Empresarial en Enfermería: compartiendo experiencias

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RESUMO

Objetivo: descrever experiências de enfermeiros empreendedores empresariais. **Método:** Trata-se de um relato de múltiplas experiências de enfermeiros com empreendimentos em diferentes regiões do Brasil. As narrativas das experiências foram descritas pelos autores em julho de 2021. **Resultados:** As experiências relatam que para o desenvolvimento de seus empreendimentos foram necessárias ações como: planejamento, dedicação, investimento em educação, preocupação permanente com as práticas baseadas em evidências científicas, conhecimento de legislação e elaboração de plano de negócios. Também foi descrito que é igualmente importante coragem de arriscar, autoconfiança, não ter medo de falhar, buscar informações, estabelecer parcerias com pessoas que são autoridades no assunto que se deseja empreender. **Considerações finais:** Empreender na enfermagem é buscar a transformação pessoal, profissional e da categoria, em busca de uma profissão mais forte, com mais visibilidade social em um processo em que essa transformação repercute em crescimento pessoal, valorização profissional e reconhecimento do trabalho.

Descritores: Empreendedorismo; Enfermagem; Pesquisa em Administração de Enfermagem; Enfermeiras Administradoras; Papel do Profissional de Enfermagem.

ABSTRACT

Objective: to describe the experiences of entrepreneurial nurse practitioners. **Method:** This goal was met by listening to the different experiences lived by nurses with companies are mainly located in different regions of Brazil. The description provided by them was assessed and processed in July, 2021. **Results:** Some critical factors to the development of their business were identified herein, which include planning actions, dedication, investment in education, permanent seeking of practices based on scientific evidence, knowledge of legislation and development of a business plan. The participants also described that it is equally important to take risks, to have self-confidence, not to be afraid of failing, to seek information, to establish partnerships with people who are very knowledgeable in the subject that one wishes to undertake. **Final considerations:** becoming an entrepreneurial nurse demands a constant search for personal, professional and class transformation, as well as the pursuit of a stronger and socially visible nursing profession, in a process where this transformation has an impact on personal growth, professional valorization and work recognition.

Descriptors: Entrepreneurship; Nursing; Nursing Administration Research; Nurse Administrators; Nurse's Role.

RESUMEN

Objetivo: describir las experiencias de enfermeros emprendedores de negocios. **Método:** Este es un relato de múltiples experiencias de enfermeros con emprendimientos en diferentes regiones de Brasil. Las narrativas de las experiencias fueron descritas por los autores en julio de 2021. **Resultados:** Las experiencias relatan que para el desarrollo de sus emprendimientos fueron necesarias acciones con planificación, dedicación, inversión en educación, preocupación permanente por prácticas basadas en evidencia científica, conocimiento de legislación y desarrollo de planes de negocios. También se describió que es igualmente importante correr el riesgo, tener confianza en sí mismo, no tener miedo a fallar, buscar información, establecer alianzas con personas que son autoridades en el tema que se desea emprender. **Consideraciones finales:** Emprender en enfermería es buscar la transformación personal, profesional y de categoría, en busca de una profesión más fuerte, con más visibilidad social, en un proceso donde esta transformación repercute en el crecimiento personal, la valorización profesional y reconocimiento laboral.

Descritores: Emprendimiento; Enfermería; Investigación en Administración de Enfermería; Enfermeras Administradoras; Rol de la Enfermera.

Introduction

To undertake is to be willing to idealize and coordinate projects, services, businesses.¹ It means identifying a customer's "pain/need" and thinking of a solution for it. It's managing and taking risks. The operationalization of entrepreneurship is carried out through the identification of opportunities and the implementation of the transformation process between possibilities and potentially profitable activities.²

Entrepreneurship is one of the main factors that promote the economic and social development of a country.² With the pandemic caused by the new Coronavirus (Sars-Cov-2), Brazil is facing a serious economic crisis and innovative and entrepreneurial initiatives may represent a way of coping with the consequences of the pandemic on the economy.

The holistic view of nursing, with care and management, makes it possible to lead spaces and markets with solutions aimed at improving the quality of life of individuals, families and communities. In this way, it enables the creation of innovative solutions for health, directing entrepreneurial action. Entrepreneurship in nursing contributes to the consolidation of the profession as science, technology and innovation in the most diverse scenarios.¹

In the scientific literature it is possible to identify three types of entrepreneurship in Nursing: social entrepreneurship, business and intrapreneurship. Social entrepreneurship is understood as a mechanism for mobilizing and transforming society. In Brazil, the creation of the Unified Health System (UHS) and the Family Health Strategy (FHS) helped nurses to have their role and insertion in the community and social field expanded, obtaining greater visibility from a scenario with greater professional performance opportunities.³

Intrapreneurship in nursing refers to the action of nurses with an innovative spirit who, even though they do not have their own business, undertake in the organizations that work, whether public or private, even though they do not intend to value their projects and products.⁴

Business entrepreneurship, the subject of this article, is about enterprises in which nurses build and manage businesses and work autonomously. Several modalities for these activities can be pointed out, which may or may not be specific to nursing, such as home nursing care companies, maternal and child health care consultancies, stomatherapy clinics, among others.⁵

Characteristics identified as typical of this profile of nurses are: responsibility, personal and professional commitment, good self-esteem, perseverance and determination to achieve the necessary success for the company. In this sense, the entrepreneurial nurse must have holistic capacity, that is, have a vision of the whole, regardless of social, political or economic conditions.¹

In the United States and Canada, the consultancy carried out by nurses with advanced practices is widespread, especially in rural areas. In this context of work, the autonomy of these professionals is greater compared to other scenarios, and sometimes these nurses work in places where doctors often find obstacles to act.⁶

In Brazil, the nursing consultation is regulated by the professional practice law nº 7.498/86⁷ and this consultation is a private activity of the nurse. The opening and operation of nursing clinics and practices are regulated by

resolutions 568/2018⁸ and 606/2019⁹, which include annexes containing application models for registration of clinics and nursing clinics, in addition to their registration model, in the regional councils of nursing.

Despite the relevance of entrepreneurship in nursing, this theme is still little discussed in the scientific literature. Initiatives that describe the paths taken by entrepreneurial nurses are scarce, in this perspective, this study aims to describe the experiences of entrepreneurial nurses.

Method

This is an account of multiple experiences of entrepreneurship in nursing, with a narrative description by the authors. These ventures are headquartered in the states of São Paulo and Minas Gerais, but develop activities that serve audiences from different regions of Brazil.

The narratives of the experiences were described in July 2021, but refer to the period from the start of the project to the aforementioned month. The experiences described are respectively: Sleep and Child Development Consultancy; Maternal and Child Consultancy; Professional Training and Management Company; Integrative and Complementary Practices in Health (PICS); VGB Research Consulting. These experiences are about individual undertakings carried out by nurses within the scope of their work.

For the development of the narratives, the following guiding question was suggested: How was the development process of your enterprise? The authors were free to narrate such experiences, which were later reviewed by the other authors with a view to complying with the presentation. For this, all the described content was read and re-read.

Considering that this is a report of multiple experiences, and that these are from the authors of the article, submission to the Research Ethics Committee was not necessary. Thus, the authors themselves, when writing their entrepreneurial experiences, gave their consent for the publication of this manuscript.

Results and Discussion

Sleep and child development consultancy

Doctor in Health Sciences, professor of Nursing in Child Health and specialist in Pediatrics and Neonatology, has been working for 10 years in the care of children and their families in the most diverse care scenarios. During the period of work as a nurse and teacher, it was possible to highlight the need that families have to learn how to take care of sleep and child development.

Children's sleep is one of the main challenges for family members in the first year of life and, in practice, this reality is clear. Parents need attention to manage and promote quality child sleep. Facing the identification of this need and facing the experience in the clinical field, associated with the constant study on the theme of child development, there was a gap in the role of nurses. Faced with a possibility of entrepreneurship, the search for improvement in the area was necessary, in addition to the development of products/services to be offered, as well as a business plan and definition of the target audience. After this first stage, care began via online and face-to-face consulting for families.

The provision of this service includes a nursing consultation with parents and caregivers, which aims to understand the difficulties and challenges in sleep care and child development and identify care needs. After the consultation, the nurse forwards a comprehensive care plan and offers support via email, phone and WhatsApp. During this period, the child's sleep environment, habits and routines are adjusted.

The target audience is families of children aged 0 to 5 years, as well as pregnant women who can hire the preventive consulting service.

With the development of the consultancy, there was a need to expand the offer of products and services such as: preparatory courses for the care of the newborn, breastfeeding, a course for teaching Shantala massage, as well as a first aid course for prevention and care in childhood accidents. With the growing demand, it seeks to offer other products such as: courses for families and health professionals on how to take care of sleep and child development.

The initial challenges were numerous: the need to understand how to manage a business, marketing strategies, legislation and management of other activities as a university professor. However, planning and organization are essential in an entrepreneur, added to a continuous search for improvement and grounding the practice on scientific evidence.

Mother and Child Consulting

Nurse Obstetrician, working in maternal and child health for 10 years, I have always been delighted with the assistance and academic area of obstetrics since graduation. Upon finishing my bachelor's degree, I worked in a maternity hospital in the south of Minas Gerais, specialized in Obstetric Nursing in the State of São Paulo and a master's degree in the area of maternal and child care. Focusing on the area of Obstetric Nursing, I did my doctorate at the University of São Paulo, enabling me to work in a Higher Education Institution.

At the end of the doctorate in 2019, the search for entrepreneurship became more evident. The beginning of the journey began with care for women in the puerperal period with an emphasis on breastfeeding, which was the initial idea. In the first consultations, the need to expand services was assessed, providing the development of courses for pregnant couples, preparation for childbirth, breastfeeding and care for the newborn. The appointments have the flexibility to take place, whether in person at the office, at home or online.

With the advent of the Coronavirus pandemic, another niche that became evident was the monitoring of home births, which culminated in the development of two products: the first is four prenatal consultations, evolution of labor with referrals and monitoring to the maternity hospital for the parturition process and consultancy in breastfeeding. The second product refers to the provision of services in Planned Home Birth.

The planning and execution of ideas requires courage, willingness and patience, as the first fruits do not come so quickly. It's hard work, it's not an easy journey, it takes dedication and hard work. However, understanding and acting in the area you like, provides half the success, so that opportunities are conquered.

Company Leap in Management

Graduated in Nursing for 10 years and exercising a professional activity for seven years, I covered all sectors within public health until I reached the area of management, which I currently practice. There was always a discomfort in me generated by the idea that public health services were recognized as environments with low resolution and little involvement of servers, which motivated me to study alternatives to contribute to changing this scenario.

Upon witnessing numerous meetings with managers in the public health area, I identified that the complaints they reported were very similar and it became evident that, when assuming positions that did not require technical training in health, many found themselves totally unprepared to deal with the challenges that the function itself required. Based on this gap and added to the experience lived in the profession, I identified the opportunity to open a company that gathered the necessary knowledge to deal with the main problems experienced in public health services.

A market analysis was carried out and verified the absence of service providers aimed at this audience in the southern region of Minas Gerais, boosting the creation of the company "Salto na Gestão - Managerial and Professional Training", with the municipal secretariats of health. With a polysemic meaning, the word "leap" was used both to convey the idea of "advancement/improvement", as well as to refer to the female presence in leadership positions.

With the offer of training, another gap was identified that met the services that the company already offered and that were also deficient in the public sector, leading to the implementation of the supply of inputs aimed at the work of Community Health Agents and Combating Endemic Diseases, reflecting the expansion of the company's legal category.

The initial challenges were numerous, especially regarding the security of posing herself as an entrepreneur as a nurse. Learning about all aspects of entrepreneurship was extremely challenging and taking, especially because in this early stage of entrepreneurship, many nurses take on multiple work shifts because they do not leave formal employment until there is consolidation of the company in the market.

Without a doubt, business entrepreneurship in nursing is something extremely challenging. Firstly, due to the lack of stimulation of this type of knowledge during graduation, then due to the absence of professional references that can inspire the initiation of this practice in the profession, and finally, due to the fact that the socially constructed action of the profession is directed almost exclusively to the concept of mission and love.

Integrative and Complementary Practices in Health (ICPH)

Before attending graduation, the use of ICPH had already occurred for 2 years as a massage therapist. When starting studies at the School of Nursing of the University of São Paulo (EEUSP), the use of these practices continued with the participation in the Study Group on Integrative and Complementary Practices in Health at EEUSP. Belonging to this group enabled scientific discussions on this topic, knowledge of legislation, training in various ICPH and clarity of the nurse's role in this area.

The contact with nurses working with different ICPH, in different business models, was decisive not only for their professional performance, but also for the decision to carry out research with high levels of evidence, such as randomized clinical trials (RCT). There was a master's degree focused on pain and a doctorate focused on stress with hormonal and pain evaluation, both with massage in RCT from USP.

The use of Integrative Practices by nurses is supported by the National Policy on Integrative and Complementary Practices in the SUS - PNPIC-SUS, approved by Ordinance 971/2006¹⁰, with expansion of practices in this policy by Ordinances 849/2017¹¹ and 702/2018¹², and supported by the Resolution Cofen No. 581 of 2018.¹³

ICPH enables different business models, such as: offices, services in clinics, consultancies, home care and course offerings. With the completion of the doctorate, the services could be expanded with private care at home and in a clinic specializing in genetic syndromes with three practices: auriculotherapy, massage, including Shantala, and aromatherapy in patients with Down Syndrome, Autism, Attention Deficit Disorder with Hyperactivity and others, as well as for parents and other interested parties. In this way, performing nursing consultations with intervention in integrative practices, the holistic look of this professional being a market differential.

The challenges in this area mainly refer to the nurses' lack of knowledge of this area of work, as it is not included in the curriculum as a regular subject. Much of it occurs by optional discipline, added to the lack of legal issues about the performance of each ICPH with the Regional Council of Nursing and Federal Council of Nursing and especially in secondary and tertiary care, due to limitations of action imposed by the management. The greater opening of operations occurs in private care, associated with services such as childbirth care and primary health care.

Despite the absence of the subject of entrepreneurship in graduation, the contact with business nurses in the research group was decisive, stimulating and inspiring to develop interest and action strategies in this area.

VGB Research Consulting

With experience in the development of scientific research since the first year of graduation in 2009 until the doctorate in progress at the USP School of Nursing, teaching in the discipline of research methodology in different undergraduate and graduate courses and participating in the development of several research and extension projects and in various scientific events, it was possible to highlight the need that nursing students and workers have in relation to various aspects involving scientific research.

Sanna¹⁴ describes that the activities of Assisting, Administering, Teaching, Politically Participating and Researching are involved in the nursing work process. The author¹⁴ describes in her manuscript that the work process "Research" aims to "the knowledge already available in Nursing and the gaps in this knowledge, on which she works in order to discover new and better ways to assist, manage, teaching and researching in nursing". In view of this activity, inherent to the professional practice of nursing workers and the difficulties with the theme, constantly reported in the spaces I occupy, I saw the need to assist

these people in the development of activities related to scientific research directly and indirectly.

The activities developed by VGB Consultoria em Pesquisa are: Consulting in scientific methodology; academic professional career planning and preparation; formatting theses, dissertations, monographs, articles and academic papers; review and search of bibliographic references; development and updating of memorial and Lattes Curriculum; database collection and filling; and organization of scientific events. The target audience are students and nursing workers who need some of these activities developed by the company.

The initial challenges were related to lack of experience with some scientific methods and development of some activities. To meet this main challenge, the solution found was to take specific courses and training for training in the topics that were needed.

For the development of this type of enterprise, constant training and updating is necessary, as research is dynamic and has constant transformation and the emergence of new theoretical-philosophical, technological and material resources. The suggestion for those who are thinking of doing business in this area is, in addition to studying a lot, to seek a *stricto sensu* postgraduate course, since training in scientific methodology in Brazil is still centralized in Universities and Postgraduate Programs.

Entrepreneurship in nursing is to seek personal, professional and category transformation, with the intuition of a stronger profession, with more social visibility, in a process in which this transformation has repercussions on personal growth and professional valuation.

Contributions to practice

The presentation of these experiences enables the encouragement and guidance for professionals who aim to initiate business entrepreneurship projects in nursing.

Final considerations

Entrepreneurship in nursing has gained visibility. Experiences of nurses in the business sphere and their challenges in different sectors were presented. Success in entrepreneurship requires planning, dedication, investment in education, permanent concern with practices based on scientific evidence, knowledge of legislation and preparation of a business plan. It is equally important to have the courage to take risks, self-confidence, not be afraid of failure, seek information, establish partnerships with people who are authorities on the subject you want to undertake, maintain good relationships, exercise humility to listen to suggestions from those who have already traveled a similar path, develop good communication skills, being flexible to change routes as often as necessary, reinventing yourself, being collaborative and creative.

Entrepreneurship is an opportunity for nurses to achieve satisfaction, visibility, appreciation and recognition of their work. Using training in support of the health needs of the other makes nursing unique, as there is an

understanding of the human being's needs in a comprehensive and contextualized way.

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