

The profile of Brazilian nursing in the face of the challenge of entrepreneurship*El perfil de la enfermería brasileña ante el desafío de emprender**O perfil da enfermagem brasileira diante do desafio de empreender***Dayvison Aparecido da Silva¹**

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The aim was to analyze the profile of Brazilian nursing in the context of entrepreneurial practice, to highlight the historical evolution of the profession, to establish the conceptualization of entrepreneurship, and to investigate entrepreneurial trends among nursing professionals. Within the field of nursing, entrepreneurial practice demands advanced competencies such as transformational leadership, strategic service management, and adaptability to socio-technical changes and the demands of the health sector. This is a literature review based on materials obtained from the following databases: LILACS, BDNF, and SciELO. Publications from 2015 to 2025 were included, using the descriptors: "Nurse," "Entrepreneurship," "National Health Strategies," "Risk Management," and "Health Management." Thus, the aim is to highlight the main factors that limit the advancement of entrepreneurship in nursing, emphasizing bureaucracy as a relevant structural obstacle to professional practice. In this context, it becomes essential to foster an entrepreneurial culture from the academic training stage onwards, promoting strategies that broaden students' understanding of the potential and opportunities in the job market in this area.

Descriptors: Nurse; Entrepreneurship; National Health Strategies; Risk Management; Health Management.**How to cite this article:**

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Resumén

El objetivo fue analizar el perfil de la enfermería brasileña en el contexto de la práctica emprendedora, destacar la evolución histórica de la profesión, definir la conceptualización del emprendimiento e investigar las tendencias emprendedoras entre los profesionales de enfermería. En el campo de la enfermería, la práctica emprendedora exige competencias avanzadas como liderazgo transformacional, gestión estratégica de servicios y adaptabilidad a los cambios sociotécnicos y a las demandas del sector salud. Se realizó una revisión bibliográfica basada en materiales obtenidos de las siguientes bases de datos: LILACS, BDEF y SciELO. Se incluyeron publicaciones de 2015 a 2025, utilizando los descriptores: "Enfermero/a", "Emprendimiento", "Estrategias Nacionales de Salud", "Gestión de Riesgos" y "Gestión de la Salud". De esta forma, se busca destacar los principales factores que limitan el avance del emprendimiento en enfermería, destacando la burocracia como un obstáculo estructural relevante para el ejercicio profesional. En este contexto, se hace imprescindible fomentar una cultura emprendedora desde la formación académica, promoviendo estrategias que amplíen la comprensión de los estudiantes sobre el potencial y las oportunidades del mercado laboral en este ámbito.

Descriptores: Enfermero; Emprendimiento; Estrategias Nacionales de Salud; Gestión de Riesgos; Gestión en Salud.

Resumo

Objetivou-se analisar o perfil da enfermagem brasileira no contexto da prática empreendedora, evidenciar a evolução histórica da profissão, estabelecer a conceituação do empreendedorismo e investigar as tendências empreendedoras entre profissionais de enfermagem. No âmbito da enfermagem, a prática empreendedora demanda competências avançadas, como liderança transformacional, gestão estratégica de serviços e adaptabilidade frente às mudanças sociotécnicas e às exigências do setor de saúde. Trata-se de uma revisão bibliográfica fundamentada em materiais obtidos nas bases de dados: LILACS, BDEF e SciELO. Foram incluídas publicações no período de 2015 a 2025, utilizando os descritores: "Enfermeiro", "Empreendedorismo", "Estratégias de Saúde Nacionais", "Gestão de Riscos" e "Gestão em Saúde". Assim, busca-se evidenciar os principais fatores que limitam o avanço do empreendedorismo na enfermagem, destacando-se a burocracia como um obstáculo estrutural relevante para a atuação profissional. Nesse contexto, torna-se imprescindível fomentar a cultura empreendedora desde a formação acadêmica, promovendo estratégias que ampliem a compreensão dos estudantes acerca das potencialidades e oportunidades do mercado de trabalho na área.

Descritores: Enfermeiro; Empreendedorismo; Estratégias de Saúde Nacionais; Gestão de Riscos; Gestão em Saúde.

Introduction

Advances in various fields of knowledge have been made possible thanks to the boldness of visionary individuals, capable of innovating in their way of thinking and acting, adding individual and collective value, and to the audacity of those who broke paradigms and transcended institutionalized limits and principles. Florence Nightingale, a pioneer and considered the founder of nursing, fits into this profile of entrepreneurial individuals, having also revolutionized the practice by introducing scientific and humanitarian principles into healthcare¹⁻³.

Florence Nightingale not only revolutionized the nursing profession but also spurred significant social, political, and economic transformations. Her legacy remains a source of inspiration for nurses to act proactively, innovatively, and with social commitment in the face of contemporary health challenges³.

In the field of healthcare, entrepreneurship takes on unique characteristics, as it involves not only resource management and technological innovation, but also ethical and social responsibility in the provision of care^{2,3}. Literature suggests that entrepreneurship in healthcare is driven by the need to meet emerging demands, propose creative

solutions, and implement practices that promote quality, efficiency, and sustainability in the services provided. In this context, entrepreneurship can be defined as the act of doing something different, starting from the identification of unmet needs and the proposal of innovative and creative solutions, with the goal of patenting or registering new products and/or services. The implementation of health technologies, in turn, can positively influence the improvement of the nurse's professional environment and contribute to the effectiveness of care³⁻⁵.

In nursing, entrepreneurial practices represent a broad and largely unexplored field, open to advancements and challenges, in which nurses can work in various sectors focused on disease prevention, health promotion, and recovery, dedicating themselves to care in clinics, homes, cooperatives, consultancies, audits, events, teaching and provision of specialized services, among others^{4,5}. Even today, nurses face a scenario of invisibility in the field of entrepreneurship, since many still associate their work exclusively with healthcare, restricted to the contexts of primary and hospital care. As a result, entrepreneurial initiatives in the healthcare sector in Brazil face challenges such as the predominance of the hospital model, a doctor-



centered culture, a lack of knowledge about current legislation, and the complexity of the bureaucratic processes involved in business registration, licensing, and management^{6,7}.

It is worth highlighting that, in undertaking these ventures, nurses explore opportunities for technical and scientific knowledge and promote the formation and change of social values, creating intelligible spaces based on realistic practice and a broad, systemic, and comprehensive analysis of the context in which the individual is embedded⁷⁻⁹. There is still a vast field of debate regarding entrepreneurship, especially when related to entrepreneurial activity in the nursing and health field. It is necessary to multiply initiatives and offer support for entrepreneurial care, which still generates controversy and doubt. Based on the above, the question arises: "What is the profile of Brazilian nursing professionals facing the challenge of entrepreneurship?"

Methodology

This is a literature review based on materials obtained from the electronic databases Latin American and Caribbean Literature in Health Sciences (LILACS), Nursing Database (BDENF), and Scientific Electronic Library Online (SciELO). Publications from 2015 to 2025 were included, using the descriptors: "Nurse," "Entrepreneurship," "National Health Strategies," "Risk Management," and "Health Management." Inclusion and exclusion criteria were established to ensure the relevance and quality of the sample. Original studies (quantitative and qualitative), systematic reviews, integrative reviews, and reflective articles, available in full in Portuguese, Spanish, or English, were included. Editorials, letters to the editor, experience reports not theoretically grounded, and works that, after reading the abstract, did not meet the central scope of the research (profile and challenges of the entrepreneurial nurse in Brazil) were excluded. The selection of articles was carried out independently, with disagreements resolved by consensus, ensuring rigor and reliability in the analysis.

Results and Discussion

The sociodemographic landscape of nursing in Brazil reveals a predominance of women, concentrated in the 25-45 age group. There is a significant presence of professionals with technical training and undergraduate degrees, accompanied by a progressive increase in the demand for postgraduate courses and professional development programs. This reality reflects a category committed to continuous learning, seeking to improve skills and update themselves in the face of technological transformations and the new demands of the healthcare job market^{10,11}.

Stress associated with working conditions intensifies the motivations that lead nurses to enter entrepreneurship. Among these motivations, the desire to supplement income, the search for greater professional independence, and dissatisfaction with working conditions stand out, especially regarding low salaries and long working hours. Added to these reasons is the interest in proposing innovations in care practices, creating differentiated and

personalized services, such as telehealth, specialized consulting, training courses, and products focused on personal care and health promotion¹²⁻¹⁴.

Currently, it is essential for nurses to develop a set of skills that enable the consolidation of sustainable and secure ventures. Among these skills, financial management, strategic use of digital marketing, business plan development, mastery of technologies applied to healthcare, such as telemedicine and electronic health records, and knowledge of health and tax legislation stand out. These capabilities are essential elements for strengthening the entrepreneurial profile in nursing and contributing to the appreciation and autonomy of the profession in the contemporary scenario¹⁵⁻¹⁷.

There is evidence that entrepreneurship is becoming established as an alternative for professional development, autonomy, and innovation in healthcare services. The main motivating factors include the pursuit of financial independence, professional recognition, and work flexibility. However, barriers such as a lack of managerial preparation, legal uncertainty, and limitations in academic training focused on entrepreneurship stand out. It is essential to strengthen entrepreneurial training in nursing courses and promote policies that encourage the creation of independent businesses and innovative practices in healthcare, contributing to the consolidation of nursing as an autonomous and transformative profession in the contemporary market. Brazilian nursing is undergoing a transition phase marked by the strengthening of professional empowerment and the consolidation of leadership practices. In the face of social and technological transformations, the nurse's role takes on a strategic character, focused on management, research, and the formulation of public health policies¹⁷⁻²⁰.

Studies have analyzed the influence of structural and psychological empowerment on work motivation and mental health among nurses, pointing to a direct relationship between empowerment and motivation at work, as well as showing an inverse association with impaired mental health, demonstrating that strengthening empowerment promotes well-being and professional performance²¹⁻²³. The comparison between the findings reveals theoretical and empirical consistency: empowerment is the basis for autonomy and leadership in nursing, and its positive impact on motivation and mental health is proven by quantitative evidence. Thus, it is understood that empowerment goes beyond the symbolic field of professional recognition, becoming an essential instrument for improving working conditions and raising the quality of care²⁴⁻²⁶.

However, although structural empowerment shows satisfactory levels, psychological empowerment remains limited, indicating that, even with institutional resources, the individual perception of autonomy and competence is still insufficient. This finding suggests that, to consolidate leadership and entrepreneurial roles, it is necessary to strengthen these subjective dimensions²⁷⁻²⁹. In light of recent literature, entrepreneurship in nursing is driven by transformational leadership; evidence shows that leadership



styles based on inspiration, innovation, and support strengthen empowerment and promote greater engagement and sustainability in entrepreneurial practices²⁸.

Therefore, the advancement of Brazilian nursing in the field of entrepreneurship and leadership requires more than just technical skills. It is essential to invest in strengthening structural and psychological empowerment, as well as in the training of transformative leaders capable of promoting innovative, collaborative, and sustainable environments. In short, there is an urgent need to implement institutional and educational policies aimed at valuing and effectively empowering nursing professionals. This perspective is essential to consolidate professional leadership, stimulate innovation, and strengthen entrepreneurial practices in the contemporary healthcare landscape, especially in the face of challenges evidenced in critical contexts that directly impact the mental health of professionals^{29,30}.

The role of nurses in aesthetics highlights achievements, challenges, procedures performed, and benefits to patients' health and self-esteem. It was evident that aesthetic nursing provides professional autonomy and entrepreneurial opportunities. Among the procedures performed are carboxytherapy, dermopigmentation, microneedling, lymphatic drainage, electrotherapy, vacuum therapy, and ozone therapy. The benefits include increased self-esteem, physical and emotional well-being, quality of life, and a positive self-perception, reinforcing the trend towards entrepreneurship and the need for specific training, professional regulation, and technical qualification, consolidating the aesthetic nurse as a promoter of health and self-confidence³¹.

An analysis of the profile of Brazilian nurses reveals a predominantly female category, aged between 25 and 45, with a predominance of technical and undergraduate training, accompanied by a growing pursuit of specializations and postgraduate studies. This scenario indicates a commitment to continuous qualification, essential to face the challenges of the job market and current technological demands, as well as a focus on worker and patient safety. Considering factors such as occupational stress, low wages, and long working hours, these factors have driven nurses to seek entrepreneurial alternatives^{32,33}.

It is evident that entrepreneurship in nursing is not limited to opening businesses but is configured as a strategy for professional development and promotion of autonomy. However, barriers such as legal insecurity and gaps in management training persist, reinforcing the need for educational policies aimed at developing entrepreneurial skills. Those motivated by the desire for autonomy, supplementary income, and innovation in health services, along with competencies such as financial management, digital marketing, business plan development, and mastery of technologies applied to health, emerge as fundamental requirements for sustainable ventures³³.

Structural empowerment, by ensuring access to strategic information, institutional support, and development opportunities, establishes a solid foundation

for effective management practices and the implementation of innovative care models. Simultaneously, psychological empowerment reinforces the perception of competence, meaning, and impact in work, essential factors for nurses to assume a leading role in the transformation of health services. The integration of these dimensions favors the adoption of emerging technologies, stimulates creativity, and strengthens entrepreneurial capacity, consolidating nursing as an agent of change, transformational leadership, and promoting sustainable practices in the contemporary scenario. International studies show that transformational leadership styles, based on inspiration, motivation, and continuous support, have a significant impact on nurses' performance, enhancing their engagement and the sustainability of entrepreneurial practices. This leadership model fosters a collaborative environment where professionals are encouraged to develop critical thinking, autonomy, and innovation skills. For nurses, this means not only greater participation in strategic decisions but also encouragement to create innovative solutions to care and management challenges. By strengthening competencies such as management, communication, and the use of technology, transformational leadership helps these professionals take on leading roles in implementing differentiated services, such as consulting, telehealth, and aesthetic practices, consolidating nursing as a profession capable of uniting care, entrepreneurship, and innovation in the contemporary landscape^{33,34}.

When comparing these findings with other research, a convergence is observed in the perspective that the work of aesthetic professionals, including in the care of people with disabilities, expands the possibilities for entrepreneurship in nursing. This practice not only promotes health and well-being but also reinforces professional autonomy and market diversification, requiring regulation, specific training, and technical skills to guarantee safety and quality. In short, the results indicate that the profile of Brazilian nursing, combined with the pursuit of innovation and autonomy, finds in entrepreneurship, including in emerging areas such as aesthetics and specialized care, a strategic opportunity to transform the profession, consolidating it as a protagonist in health promotion and the development of sustainable practices³⁴.

Conclusion

It has been found that the field of entrepreneurial nursing is vast and diverse, encompassing care, management, technology, and aesthetic areas, which significantly expands the prospects for job opportunities and professional advancement. Nurses, supported by ethical and legal principles, have the autonomy to develop independent activities and manage their own businesses, reinforcing the profession's potential to innovate and occupy strategic spaces in the healthcare market. The main challenges for entrepreneurship in nursing are related to the need for managerial skills, strategic vision, and a willingness to overcome the traditionally direct care-centered model. In this context, one of the most significant barriers is the limited approach to entrepreneurship in academic training.



Curricular reforms that integrate practical content, field experiences, and disciplines focused on management and innovation are fundamental to preparing graduates for a competitive and dynamic environment.

Business entrepreneurship in nursing is an emerging, interdisciplinary, and expanding field that demands consolidated scientific theories to support safe and sustainable practices. Stimulating creativity, promoting active methodologies, and developing projects focused on entrepreneurship are effective strategies to make teaching more dynamic and spark the interest of future professionals. Furthermore, new studies are essential to deepen the

understanding of real experiences of entrepreneurial nurses, identifying good practices and challenges faced.

It is concluded that the advancement of Brazilian nursing in the field of entrepreneurship requires continuous investment in the training of transformative leaders, capable of integrating ethical and humanized care with efficient management and technological innovation. This integration is essential to consolidate the leading role of nursing in the contemporary health scenario, ensuring sustainable practices, value creation, and a positive impact on the population's quality of life.

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