



W A N S
World Academy of Nursing Science



Thailand Nursing and
Midwifery Council



Thai Nurses' Association
Of Thailand

The **2nd** International Nursing Research Conference
“Future Nursing Research and Innovation
for Sustainable Global Health”

to Commemorate the 125th Anniversary of the Birth of HRH Princess Srinagarindra

Jointly Organised by WANS, TNMC & NAT

Entrepreneurship in Nursing: Challenges, Opportunities, and Obstacles

Assist. Prof. Dr.Arunrat Thepna

Princess Agrarajakumari Faculty of Nursing,
Chulabhorn Royal Academy, Thailand

arunrat.the@cra.ac.th

December 3, 2025





W A N S
World Academy of Nursing Science



Thailand Nursing and
Midwifery Council



Thai Nurses' Association
Of Thailand

The **2nd** International Nursing Research Conference
“Future Nursing Research and Innovation
for Sustainable Global Health”
to Commemorate the 125th Anniversary of the Birth of HRH Princess Srinagarindra

Jointly Organised by WANS, TNMC & NAT

State of Knowledge of Nursing Entrepreneurship

1. Nursing Entrepreneurship Today

- Emerging as a key professional direction that drives innovation and advances nursing science
- Moving beyond hospital-based roles → New business models
- Including clinical services, consulting, health-technology innovation, wellness, and education

2. Key Conceptual Developments

- Nurse entrepreneur vs. Nurse Intrapreneur
- Entrepreneurial mindset in nursing
- Conceptual models of entrepreneurial competence
- Expansion of the nursing business

3. Evidence from Recent Reviews

- Most studies are descriptive rather than experimental
- Common nursing business: Home care, chronic care, consulting, wellness
- Strong evidence for improved outcomes in nurse-led models



(Malakoti et al.,2024; Neergård et al.,2021; Thepna et al., 2023)



W A N S
World Academy of Nursing Science



Thailand Nursing and
Midwifery Council



Thai Nurses' Association
Of Thailand

The **2nd** International Nursing Research Conference
“Future Nursing Research and Innovation
for Sustainable Global Health”

to Commemorate the 125th Anniversary of the Birth of HRH Princess Srinagarindra

Jointly Organised by WANS, TNMC & NAT

Gap of Knowledge in Nursing Entrepreneurship

Gap 1: Limited Rigorous Outcome Evidence	<ul style="list-style-type: none">• A few of the RCTs, quasi-experimental studies• Minimal outcome data on financial viability, sustainability models, cost-effectiveness
Gap 2: Weak Conceptual & Theoretical Foundations	<ul style="list-style-type: none">• Inconsistent and overlapping definitions• Limited validated conceptual or theoretical frameworks• Need for clear models of nursing entrepreneurship competence
Gap 3: Limited Evidence	<ul style="list-style-type: none">• Most studies from the U.S., Canada, Australia, and Western Europe• Few from Asia and Africa• Lack of evidence in Universal Health Coverage and community systems
Gap 4: Policy, regulatory & Educational Evidence	<ul style="list-style-type: none">• Limited evidence on scope-of-practice impacts• Unclear regulatory models for supporting nursing businesses• Few evaluations of effective entrepreneurship education• Limited understanding of gender and structural barriers

(Monteagudo et al.,2025; Neergård et al.,2021; Thepna et al., 2023)



W A N S
World Academy of Nursing Science



Thailand Nursing and
Midwifery Council



Thai Nurses' Association
Of Thailand

The **2nd** International Nursing Research Conference
“Future Nursing Research and Innovation
for Sustainable Global Health”
to Commemorate the 125th Anniversary of the Birth of HRH Princess Srinagarindra

Jointly Organised by WANS, TNMC & NAT

How to Start Nursing Entrepreneurship Research

1. Start with the *problem*, not the business

Identify a health-system problem where nurses have unique value:

- Gaps in chronic disease management
- Access issues in underserved communities
- Continuity-of-care failures
- Emerging demands such as aging care, digital health, and preventive services

(Monteagudo et al.,2025; Neergård et al.,2021; Thepna et al., 2023)





W A N S
World Academy of Nursing Science



Thailand Nursing and
Midwifery Council



Thai Nurses' Association
Of Thailand

The **2nd** International Nursing Research Conference
“Future Nursing Research and Innovation
for Sustainable Global Health”
to Commemorate the 125th Anniversary of the Birth of HRH Princess Srinagarindra

Jointly Organised by WANS, TNMC & NAT

2. Use appropriate frameworks for studying nursing entrepreneurship models

- Business Model Canvas – adapted for nursing entrepreneurship
- Value Proposition Canvas
- Implementation Science frameworks in evaluation – RE-AIM
- Mixed methods designs to capture both outcomes and experiences

(Monteagudo et al.,2025; Neergård et al.,2021; Rahmanianaraki, 2024)





W A N S
World Academy of Nursing Science



Thailand Nursing and
Midwifery Council



Thai Nurses' Association
Of Thailand

The **2nd** International Nursing Research Conference “Future Nursing Research and Innovation for Sustainable Global Health”

to Commemorate the 125th Anniversary of the Birth of HRH Princess Srinagarindra

Jointly Organised by WANS, TNMC & NAT

3. Build evidence step-by-step

1. Exploratory phase

- Qualitative interviews
- Context assessments
- Stakeholder needs
- Policy and regulatory analysis

2. Development phase

- Co-design a nursing entrepreneurship model
- Pilot feasibility studies
- Service blueprinting

3. Evaluation phase

- Mixed-methods evaluation
- Clinical & business outcomes
- Cost-effectiveness
- Client satisfaction

4. Scale-up phase

- Implementation science
- Sustainability and scalability analysis



(Randall et al., 2017; WHO, 2020)



W A N S
World Academy of Nursing Science



Thailand Nursing and
Midwifery Council



Thai Nurses' Association
Of Thailand

The **2nd** International Nursing Research Conference
“Future Nursing Research and Innovation
for Sustainable Global Health”
to Commemorate the 125th Anniversary of the Birth of HRH Princess Srinagarindra

Jointly Organised by WANS, TNMC & NAT

References

- Malakoti, N., et al. (2024). *An overview of entrepreneurship in nursing: Challenges, opportunities, and barriers*. Medical Education Bulletin.
- Monteagudo, N. C., et al. (2025). *Defining nursing entrepreneurship from the point of view of entrepreneurial nurses*. Nurse Education Today, 130, 105–123.
- Neergård, G. B., et al. (2021). *Entrepreneurial nurses in the literature: A systematic review*. Journal of Nursing Management, 29(8), 2350–2364.
- Rahmanianaraki, H., et al. (2024). *Challenges of entrepreneurship in nursing: A narrative review*. Journal of Nursing and Midwifery Sciences, 11, 1–9.
- Randall, S., et al. (2017). *Impact of community-based nurse-led clinics on outcomes: A systematic review*. International Journal of Nursing Studies, 73, 24–33.
- Thepna, A., et al. (2023). *Self-efficacy in nurse entrepreneurs: A concept analysis*. Nursing Outlook, 71(6), 101–110.
- Thepna, A. et al. (2023). *Advancing Nursing Entrepreneurship in the 21st Century*. Journal of Advanced Nursing.
- World Health Organization. (2020). *Operational framework for primary health care: Transforming vision into action*. World Health Organization.

