

RUNNING A NURSING HOME BUSINESS: RISK, OPPORTUNITY OR CHALLENGE FOR NURSE ENTREPRENEURS

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ABSTRACT:

Background: Aging society is recently the most concerning issue which many countries in this world are facing inevitably including Thailand. There are several problems coming with elderly people such as chronic diseases, disability, or dependency. Some family members cannot appropriately take care of an older member. Nursing home is one of alternative solutions to care for elderly people in society, especially the nursing home where it is managed by registered nurses who have well understanding in term of holistic and humanized care for increasing the quality of elderlies' life. Objective of this study was to describe lived experiences of being nurse entrepreneurs of nursing home business.

Methods: Heidegger's hermeneutic phenomenology was applied as a research methodology. 12 nurse entrepreneurs who have operated the nursing home over 3 years are willing to participate in the study. In-depth interviews and observation were used for data collection. Data were analyzed by using van Manen's content analysis.

Results: The findings consisted of 3 major themes: 1) Applying nursing knowledge and experiences for running business which include subcategories which are; 1.1) financial management 1.2) staff recruitment 1.3) place and location 1.4) network building with hospitals 1.5) advertisement to promote nursing home and 1.6) quality of care, 2) Self-development for being success, and 3) gaining unexpected outcomes as follows: 3.1) being happy when working with preferable job 3.2) being proud to help other families 3.3) feelings as caring for their own family and 3.4) getting business profit and beyond.

Conclusion: The research findings showed that nurses gained business profit and personal outcomes for running nursing home business. These findings could be beneficial for new entrepreneurs especially nurses who want to run this business and be the information for the administrators to promote those nurses and determine the standard of nursing home business appropriately. However, nurses still need to learn more about business skills to deal with any managerial problems effectively.

Keywords: Entrepreneurship; Nurse entrepreneur; Nursing home service

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INTRODUCTION

Aging society is recently the most concerning issue which many countries in this world are facing inevitably including Thailand. In 2016, the numbers of people aged 60 and over in Thailand are extended to 10.78 million or 16.5% of the population [1] which classifies as aging society according to United Nation's definition [2]. The main antecedence of

continuously increasing aging population is low birth rate that resulted from previously effective family planning policy [3]. There are several health problems such as chronic diseases, disability, or dependency affected on elderly people [4]. Moreover, in 2015 there were approximately 100,000 elderly people who have been dependency and need special cares from care giver, especially the elderly people who have underlying diseases and complex needs of care such as pressure sore caring, nasal gastric tube feeding, drug administration and etc. This group of

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elderly people are continuously increased and estimated to 741,766 persons in 2020 and they need to get into long-term care system [5]. While taking care at home by family members particularly in the urban as Bangkok because family members have no enough time and skill to take care of them appropriately. It may cause family and social problems [6]. Interestingly, the elderly people lived in urban family always were neglected because family members mostly have outside home activities such as working and studying etc. The elderly also have at least one underlying diseases [7].

Even the governances are hardly working on this issue by mainly focusing on community and institutional long-term care system, but there are still insufficient that results from a lot of limitations to manage with the excessive demands of health care services by elderly people [8]. In 2012, US had over 58,000 nursing homes to serve more than 8 million elderly people. The services which included are; adult day center, home health agencies, nursing home, assist living setting, residential home and hospice care [9]. In Japan, there are 32 million elderly people which are a quarter of population. They started to use "Golden plan" since 1989 to manage with the over demand of elderly people services. The strategies were mainly focusing on changing service system from providing care in hospital to community services. They also increased day care centers about 10 times and produced community care givers by dealing with the local governances. They also supported the private sectors to run nursing home business by controlling optimum service charge and quality of service. The elderly people could choose the services independently [10]. While, long term care and intermediate care system in Thailand are not completely accessible and appropriated comparing to the current service demanding of elderly people. The recent services which are provided by governance mostly focus on adult patients and elderly people who have financial and family problems. However, there are large numbers of elderly people who still need those services but they do not meet the criteria of service accessibility [11]. Recently, the moderate to wealthy families could not take care of their elderly members properly, thus they will be looking for nursing home services.

Nursing home would be one of the alternative solutions to assist family members for caring an older member, especially the nursing home where was managed by registered nurses who have well

understanding in term of holistic and humanized care [12]. Nowadays, many nurses are interesting to become a health care business owner. According to the information from Thai Elderly Promotion & Health Care Association, 25 entrepreneurs out of 51 members are registered nurse and running nursing home business [13]. Furthermore, in 2015, there were 41 nursing homes accredited elderly people health care business quality by the Department of Business Development, Ministry of Commerce, which 19 nursing homes were belonged to registered nurses. Moreover, the president of Thailand Nursing Council [14] also promotes nurses to change nursing service system from hospital to community and being nurse entrepreneur for nursing home business to care for elderly people in society to increase their quality of life.

However, running business has many risks and need to use both nursing and business skills for being success such as finance, staff shortage, service system, advertisement, facilities preparation etc. [15]. Therefore, experiences of being nurse entrepreneurs for nursing home services should be explored to gain more understanding about how to run nursing home business effectively and successfully. The objective of this study was to describe lived experiences of nurse entrepreneurs to run a nursing home business.

METHODS

This study used Heidegger's hermeneutic phenomenological approach. It is focused on subjective experience of individuals in a selected phenomenon. It is an attempt to unveil the world as experienced by the subject through their life world stories [16]. This method is appropriate to describe lived experiences of nurse entrepreneurs who are the owner of nursing home services. The key informants were 12 willing nurse entrepreneurs who are; 1) the owner of nursing homes 2) running nursing home successfully opened over 3 years and 3) the owner of nursing home where it was accredited elderly people health care business quality accreditation by the Department of Business Development, Ministry of Commerce. They were selected by using purposive and snowball sampling which totally meet all criteria above.

Data were ethically collected by using in-depth interview about 45-60 minutes at least one round, observation, voice record and field note until the information are saturated. The unstructured questions were applied by using gerontological

nursing [17] and entrepreneurship [18] as basic concepts to interview while the main questions were followed by informant's interview contents. Contents were analyzed by using content analysis of van Manen's method [19] to concrete both major and sub-themes by turning and investigating live experiences. Then, reflecting themes and describing phenomenon. Triangulation, peer debriefing and member checking were used for trustworthiness of the study findings [20].

RESULTS

The findings are consisted of 3 major themes; 1) applying nursing knowledge and experiences for running business, 2) self-development for being success and 3) gaining unexpected outcomes. The research findings showed that nurses run their business by applying nursing knowledge and experience first, and then they realized that successful business required more knowledge about business management and gerontological nursing to improve quality of care and good management. Finally successful nursing home business could gain both business profit and psychological values.

1. Applying nursing knowledge and experiences for running business

After nurses worked in a hospital for a while, they had difficulties of dealing with work-life balance from shift rotation, time management, load working and unrecognition. Thus, they decided to establish a business which they could apply nursing knowledge and working experience as a nurse to run health care business. A nursing home for elderly people is a good choice for running a business. According to their nursing knowledge and experiences, nurses as the owners started their nursing home by carrying on the following risks, opportunities and challenges.

1.1) Financial management: Nurses stated that finance is the heart of running this business flexibly, especially, the nursing home where newly operated not longer than 3 years. They mostly faced with losing in business because there were not well known of their services and had only one or two elderly people to stay in nursing home. These situations affected low business income while fix costs of staffing, food, water, electricity and personal expenditure are still spent the same. Thus, nurse entrepreneurs looked for financial resources such as public and private bank including small money loan to obtain the business. In the other hand, some nurse entrepreneurs spent their own money.

They slowly expanded the business with it growth because they didn't want to go into debt. Some nurses decided to borrow money from the bank for faster expanding the business to support the aging society.

"...Since I started my business, I never get loan from the bank. I used only my own saving. There are only 3 from 6 nursing houses that I need to pay for the bank. Most of the budget came from my mother. At the starting point, we could not see any success but my mom was the one who encouraged and supported me because I didn't want to go into a lot of debt. Thus, I run my business as step by step, not a big business since the beginning" (ID1T1)"

"...I began the project and extended a loan from the public bank for SME together with our saving money. We should have a part of the budget because the bank will give us only 50-60% for land acquisition. We used our saving money from my husband's retiring and we got the loan 30 million bath. (ID4T1)"

"...For financing, I did not get any loan. ...In the 2nd year, we could see how we grow. I expanded my business slowly but sustainably. (ID6T1)"

1.2) Staff recruitment: Staff shortage is the most common problem that every nursing home is facing. Some nurse entrepreneurs recruited staff through the caregiver training center or agency but some staff would leave a job after a few day-work because they did not like to care for elderly. Taking care of elderly has to be patient and require empathy, sympathy and love. Those qualifications of a caregiver, almost people would not want to work with this career. Thus, nurse entrepreneurs had to recruit the unskilled staffs both Thai and foreigners from Burma and Taiyai to train about how to taking care of the elderly people by the nurse entrepreneurs. Those caregivers worked under the close supervision of nurse entrepreneurs to make sure that elderly received good quality of care. For example;

"...Lacking of manpower is the most important issue that we need to concern because they are the one who help us to take care of our elderly. They need to work with

empathy, sympathy, and love. They must be patient for any bother in all situations. The agency will be supplier to send staff to us, and then we need to train them additionally. Most of them are foreigners from Burma and Taiyai. It doesn't matter for the work permit, we can do it latter. (ID1T1)

"...Many of them came to work a few days then they were gone. We face with this problem all the time because we need to train the new comer to work very often. However, the one who works with us may help by asking their friends to apply the job here too. Some of them were trained from healthcare training school but many of them were not. We had to work with quality control for example: If we noted that the patient got urinary tract infection, we would see about hygiene care, or we would concern about suctioning of secretion. If we found pulmonary infection case, we will monitor all procedures for them. Now, I want to train and give them more knowledge by sending them to the training course, filed trip, no matter free or pay money; such as CPR program [CPR-Chest-Pulmonary Resuscitation]. " (ID6T1)

1.3) Place and location: The past experiences of working as a nurse in the hospital are the main idea to prepare and create nursing home for elderly. They need to renovate their house or rent house to set as nursing home. Nurse entrepreneurs said that the appropriated house to do nursing home should be adding a garden or green area for refreshment as well. Moreover, any places or environment of nursing home must be clean, safe, private, silent, good air ventilation and convenient for elderly to do any activities but prevent accidents. All equipment including patient bed, vital signs monitor, suction machine, oxygen pump machine, AED and so on must be appropriately and sufficiently prepared. Some nurse entrepreneurs applied their knowledge and experience to invent a reel with rope to be an exercise equipment for elderly people to stretch muscles, knee movement, or arm rotation.

"...It should be like a home, good environment especially air ventilation and clean. It is not just stay in a building, and look at the ceiling, No! It's not! I just used my lesson learnt from being a nurse, how to

prepare for taking care of a patient. If there is a garden, it would be great. I do self-searching, thinking. Not went out to see anybody else business. So I didn't know how to start. It's quite difficult to follow or copy other's business, and it's not good. No one will tell you all the truth. One of the first things, we should prepare all equipment, materials; like patient's bed, cabinet, like a hospital...At first we just had the basic things; like machine for v/s, oxygen, ambu-bag, and the things for emergency. After that, we had the cases that need care for tracheotomy, feeding via the tube. We just learned from experiences and taught our staff through our working. (ID1T1)"

"...We started from getting the location, land reclamation, and got a drawing from the engineer. Then, asked the permission to use the land for a house building. They were curious why my house has too many rooms like that! I just gave them money! Hahaha (ID2T1)"

1.4) Network building with hospitals: Running business could not walk alone, nurse entrepreneurs have to build a network with the closest hospitals in the case of emergency and doctor of elderly. When elderly had an appointment with doctor, nurse entrepreneurs would assign their staff to go with elderly and bring a nursing report about sign and symptoms of elderly. Doctors are appreciated to read the reports because there are helpful for the doctor to cure an elderly appropriately. In addition, after doctor knew that there were nurses taking care of elderly in nursing home, they often prescribed antibiotic or extra treatment to elderly and asked nurses in nursing home to administrate those medications. For example;

"...We also have our own ambulance parking down there. We take only 10 minutes to send the elderly to closest hospital. For general case, we just send them to the hospital which they have appointment with the doctor. Some elderly had infection and needed to get antibiotic for several days. She didn't want to stay in the hospital, doctor allowed her to come back for getting antibiotic here. We need to help both elderly and doctor to satisfy their needs. (ID12T1)"

"...When our elderly have urgent medical problems, we need to send them to the hospital immediately. We have practiced together yearly such as cardiac arrest scenario... Every single case has their own doctor, we don't need to employ the full-time physician because it is waste cost. We just write nursing report of each case such as sleep pattern, vital signs, in-take & output, diet pattern or drug reaction after alternated any medication. This letter will go with the elderly when they have an appointment. Moreover, is there any point that we need emphasize the doctor to check clearly, we need to write it down. (ID12T1)"

1.5) Advertising to promote a nursing home:

Nurse entrepreneurs started to distribute a broacher and name card at surrounding hospitals, the hospital where they used to work as much as they can. They also advertised at a co-operated hospital where they have contact in case of emergency. Patients or relatives who have seen this advertisement would share the message via word by mouth. This is the way to get customer at the beginning. After that, they would advertise via social media such as Facebook and website. Researcher have searched internet and found that the information were posted such as pictures of place, facilities, staff, rehabilitation activities and any special occasion pictures for example; New year party, Songkarn festival, Loi-Krathong festival and etc. These can be a certain overview of services as they said;

"...We distributed brochure and posted on the internet but the feedback from the customer on the internet was not good at first. Actually, we get the customers from placing our brochure at the nearby hospital because I know the head nurse from there. She just gave me the advices...I also put my business card, my friend also advised a customer for me because I used to work there. (ID1T1)"

"... Marketing is very important...At that time, there was a problem, marketing department resigned their team. I thought that how can I go on, how can I do. I decided to go out and learned by myself. So, this 4 years, I have all knowledge, I know how to do marketing. It doesn't matter even the marketing team are deciding to quit. Social

medial advertisement is the cheapest and effective method to get customer. (ID3T1)"

1.6) Quality of care: Quality and standard of care are the important management to be concerned. Especially, caring system, place, food, rehabilitation and risk management must meet the quality and standard of each nursing home. Nurse entrepreneurs would control their quality by walking daily round and closely monitoring staff performance. In addition, elderly and relatives also gave feedback of their service by oral communication or a survey regarding quality of nursing service. If elderly or relatives gave any complaint, nurse entrepreneurs would respond immediately and solve those problems as quick as possible. Some nurse entrepreneurs said that if nurses paid attention of any details of services and made good service beyond their expectations; they will recommend the new customer to stay in a nursing home.

"...I have patients round around 9 o'clock in the morning to ask about the problems and any abnormal situations from the head of each home. They might have different topics. We can see from the patient's chart and history. I noted for the symptoms and the main interventions; such as changing of Foley's catheter. ...We applied hospital operating system. We define our roles for each other clearly; having cooking section, laundry, and cleaning separately. All caring system, place, food, rehabilitation must be safe and any risk such as fall or pressure sore can be occurred, but it must not from our staff mistake. (ID4T1) "

"...I always ask elderly people about our services, what they think to be improved, what they like and what they dislike. For the relative, I have the satisfaction survey form also. I must be careful and pay attention to all of these because I am the owner (ID10T1) "

2. Self-development for being success:

Knowledge of business management and gerontological nursing are the most important things for nurse entrepreneurs to operate nursing home services ethically. The nurse entrepreneur must balance between business profit and quality of care of elderly which is very challenged for them. Thus, they should continuously develop themselves to be ready for any situations such as training or

participating in any seminar that was conducted by the university or any business and nursing organization. Some nurses continued to study in higher degree such diploma, master and doctoral degree in nursing and business administration. After graduated, they will confidently provide nursing care in advance which including advanced health assessment and risk management. Some nurses volunteer to be a committee member of the Thai Elderly people Promotion & Health Care Association which is a very valuable chance for nurse entrepreneurs to share and exchange the experiences of running nursing home business. They also have chance to directly contact both government and customer sector for improving the quality and standard of nursing home in Thailand. They continuously develop themselves as the above methods until then can successfully run nursing home business as follows.

“...I studied program of nursing specialty in gerontological nursing and master degree of gerontological nursing. It was directly related to my business. I think I made a right decision to study those courses because there help me to assess, provide nursing care in advance, be a consultant for elderly people and their family...I have already formed a business association promoting the services of Thai Elderly people Promotion and Health Care Association. I am the one of the member. Now, draft legislation is on the process. I think in the 1st quarter of next year will be announced. However, there are many rules and regulations to follow such as; the care giver will be trained until they can provide feeding via NG tube. Our association always organized CRP or infection control training for member and care giver in our nursing home. (ID3T1)”

“...I have no time to study MBA. I know that it will be beneficial for my business. So, I chose to participate in short course seminars such as SME by Department of Business Development and university. It can help me to update my knowledge about both business and elderly people care. (ID7T1)”

3. Gaining unexpected outcomes

Mostly, when talking about running business, many people may concern about business profit

which is the most important target. In contrast, running nursing home business for elderly people can give the nurse entrepreneurs more than money which is different from other businesses. Nurse entrepreneurs must show their sincerity, caring and trustfulness for helping elderly people and their family to take care of their beloved one. Moreover, the business profit can help both their family and staff also even there is no much. So, nurse entrepreneurs can gain both business profit and psychological values as follows;

3.1) Being happy when working with preferable job: Nurse entrepreneurs can dependently design services system by using their past experiences of working in the hospital by focusing on safety and customers' satisfaction. They feel happier comparing to working in the hospital setting. It is because they have authority to create caring system by their own. They can work near their house. They take care of the old people as their family member and they have more time to take care their family as well.

“...It is incredible job that I like. Comparing to my prior work.it is much better. I have more time, I can spend my life, can take care of my son. My patients also stay together like family. I think this is making me happy enough. It's ok for me now. (ID4T1)”

“...I love to care for elderly since I was nursing student. It is also because I use to stay with my grandmother, the elderly here also look like her. I am absolutely happy to run this business. Help others while getting money!!! Is it sound good. (ID8T1)”

3.2) Being proud to help other families: Being nurse entrepreneurs to run nursing home business have the valuable chances to solve social problems and family conflict. In particular, family members have no time or nursing skills to take care of the elderly member appropriately. Some elderly were neglected and stayed alone in house while the others members are going out for working or studying. Some elderly with health problems could not dependently live without assistance. Thus, nursing home is alternative choice chosen by a family to provide good care for elderly. Nurse entrepreneurs feel very proud to help many families having problems with caring for an elderly member at home.

"...I always think that patient's child could not take care of their elderly people, and then when we offer ourselves to do this, it is really big, great merit. And more important that we need to let our staff realize on it too. (ID8T1)"

"The elderly who stay here use to do so many beneficial things for our country. When they get old, they should get a good care also....Running this business I can help the elderly, their families and our country in the same by using nursing profession. (ID10T1)"

3.3) Feelings as caring for their own family:

Most nurse entrepreneurs said that they take care of elderly people as their family members. They care for elderly people with love, empathy and sympathy. Both elderly and family members could feel how good they care for elderly. Thus, all family members trust in their care and willing to help them when facing business problems. For example, when their nursing home had no customer, they willingly continued to stay until new elderly people come. They also recommended and persuaded the other elderly people come to get services. That could significantly minimize any losing in business efficiently. Some families came to visit even their elderly passed away. These events provided the spiritual profit which had more value than business profit.

"With this work, I can get more than I think. At least, I have one more family. Although, the patient died, their family still comes to visit and advice the new customers to us. Some even gave me the money to be a new budget but I didn't want to exchange money with friendship. (ID1T1)"

"Some of the patient stayed with us until the last day. His child just took him here, and then they were gone. We tried to contact but no any response. After he died, we did everything like he is a family member. I feel like it is bonding because we can stay up to now, it comes from a part of him. The day of Water Burial, I felt so great that I did my best for him to deserve his dignity. (ID4T1)"

3.4) Getting business profit and beyond:

Most of the nurses said that they are so delighted to

do this type of business. It is not only getting business profit but also can give by helping others for taking care of their beloveds while family members have no chance to do that. This business can significantly increase quality of elderlies' life and lighten family and social problems by using nursing profession while they can earn money to support their families and their staff families as well. For example;

"...I didn't think that I can be here today; good income, I mean really good. I can take care of my family, my staff, end of the year we also have bonus and can take some of them to travel aboard. (ID1T1)"

"...Earning is great, now everyone in my family help me to work, we all work together. The more we do it, the more we gain; better than being an employee in the company... (ID2T1)"

DISCUSSION

In this section the researchers would discuss the main themes as follows:

1. Applying nursing knowledge and experiences for running business

All nurse entrepreneurs are not directly graduated from business school but they applied their past experiences from working in the hospital to set nursing home. In the first 3 years, the business would not be stable. They have to face with many problems. Recently, they are learning by doing and learning with errors to be successful. They should have well preparation of both business management and gerontological nursing care. Similarly to Robbins mentioned about 3 components of entrepreneurship preparation which including: 1) business planning which is the most importance because the entrepreneur must have well understanding about the current market situation, customer behavior, product or services, competitor and overall of the organization to clearly set plan, strategy and goal 2) resources management such as man, money, material and management to utilize the essential of those resources to be optimally beneficial, and 3) location of business must be easy to access for both customers and workers [21]. These are the core principles for establishing trust with the customer to complete all of their expectation effectively and efficiently.

Some nurse entrepreneurs started to run

business by using their own and family's saving money. They don't borrow money and slowly expand the nursing home business with its growth, because they don't want to go into debt. While, some of them needed to borrow money from bank or business loan to cover all startup cost. Manthey [22] noted that good financing strategies led the business to be successful in a certain level. So, wisely financial planning should be set since the beginning of running business. About staffing, most of nursing homes are facing staff shortages. Thus, they recruit both Thai and neighbor country workers who are not registered as workers to take care elderly for solving staff insufficiency. They trained their staff by themselves by concerning about hygiene care, activities daily living, accident, fall and pressure sore. However, for elderly's safety, registered nurse should be hired to work 24 hours and develop the care givers by training with 420 hours elderly people care course from Ministry of Public Health [23] to take care of elderly properly. For the place and location, they applied their past working experiences as a nurse in the hospital to set nursing home. They needed to renovate their house or rent house to set as nursing home. The environment of nursing home must be clean, safe, private, silent, good air ventilation and convenient for elderly to do any activities and prevent from the accidents. However, they should follow with ministerial regulations about hospital and clinic. Sriprasert also mentioned that location to provide any services should be accessible easily. The entrepreneurs should concern about safety, suitability, competition, transportation, business expanding, facilities, budget, geographic data and surrounding environment [24]. About networking, nurse entrepreneurs need to contact with nearest hospital in case of emergency and they need to communicate with the doctor of elderly to follow up and plan for taking care in nursing home properly. For advertisement, some nurses used social media such as website and Facebook to persuade the elderly people and relatives. Some of them distributed brochure to the surrounding hospital and the hospital that they used to work before for promotion. In the same time, some of them co-operated with the agency to get the customer by giving them the commission fee. This method must be used; otherwise their business will be lost because of not getting well known and no elderly people to get services especially in the first 3 years. Hisrich & Peters [25] also noted about marketing and advertisement are the way to persuade

and help the customers make a decision easier. However, the quality of products and services is the main reason for customer to choose it. Nowadays, nurse entrepreneurs manage the quality and standard of care by focusing on caring system, place, food, rehabilitation and risk management. Nurse entrepreneurs control all of these by daily round and close monitoring with staffs working. They also asked feedback from elderly and relatives by using direct asking and satisfaction survey form. Boonyanurak [26] summarized about nursing services business is very unique because the goal is to make customer be happy and satisfied.

2. Self-development for being success

Knowledge of business administration and gerontological nursing are the most important for nurse entrepreneurs to operate nursing home services ethically. Even they are not directly graduated from business school but they must balance between business profit and quality of elderly's life which are much challenged. Thus, they should continuously develop themselves to be ready for any situations. Kunaviktikul and Varuwanarak [27] mentioned about self-development by long life learning is necessary for nurse entrepreneurs to increase all competencies for enhancing the ability of running nursing home business. Some nurses continued to study in high degree such diploma, master and doctoral degree in nursing and business administration. Vogel and Doleys [28] also noted that nurse entrepreneurs should have advance of knowledge about nursing and business administration to make the difference of services higher than competitors. Moreover, some nurses volunteer to be committee of Thai Elderly people Promotion and Health Care Association which is a very valuable chance for nurse entrepreneur to share and exchange the experiences of running nursing home business. They also have a chance to contact directly both government and customer sector to improve the quality and standard of nursing home in Thailand. Zagury, et al. [29] mentioned about networking will lead the entrepreneur be success faster in term of sharing experiences and giving helps or being a partner to run business. The relationship can be official and non-official relationship. Academic self-development competence is necessary for nurse entrepreneurs because it can obviously enhance the essential for running business to increase the quality of services and add value nursing autonomy [30].

3. Gaining unexpected outcomes

Nurse entrepreneurs need to show their sincerity, caring and trustfulness for helping elderly. Moreover, the business profit can help both of their family and staff also. So, nurse entrepreneur can gain both business profit and spiritual values. Sirisopa & Oumtanee [31] found that the pride of being a nurse is to help others without any reward needed. They can dependently design the services by focusing on safety and customers' satisfaction. They feel happier comparing to working in the hospital because they have authority to create caring system by their own, they can work near their house, and they have more time to take care their family. Rauysongnern [32] stated that nurse decided to be an entrepreneur because they are looking for business outcome, independence, satisfaction and business growth. But, they must work hard while taking many risks about finance, psychology and society. Moreover, they have the valuable chances to solve social problems and family conflict. They are very proud to help others by using nursing profession and they can earn money in the same time. Hutangkul also [33] noted that nurse needs to have compassion, empathy, moral, carefulness, justice, gratitude and critical thinking for establish trust and make patients satisfied. They also take care of elderly as their family members. When they showed their sincerity of caring, both elderly people and relatives will get it and can easily trust on them. Moreover, they must devote themselves to make people around them to be happier which makes the actual reward of life. As Watson noted that caring is the main responsibility of nurses by concerning about dignity of human being, love and compassion as they are one person like us which will be the best caring [11].

CONCLUSION

The research findings showed that nurses gained both business profit and personal outcomes by running nursing home business. These findings could be beneficial for new entrepreneurs especially nurses who want to run this business and be the information for the administrators to promote these nurses and determine the standard of nursing home business appropriately. However, nurses still need to learn more about business skills to deal with any managerial problems effectively.

RECOMMENDATIONS

The findings of this study could help to describe

the experiences of nurse entrepreneurs of nursing home services for elderly people in term of business administration and nursing care services. These will be very beneficial for new nurse entrepreneurs, academic sectors and policy makers as follows;

1. Nurse entrepreneurs should have well preparation of knowledge and skills for both business and elderly people care. These will help to minimize any risk in business and significantly increase the quality of elderly people's life and to be success in this business

2. The finding obviously showed that every nursing home is facing with staff shortage for caring elderly people. Thus, nurse entrepreneurs should have well planning for human resources management such as recruitment, selection, training, development, engagement and retention.

3. The nursing school should have nursing entrepreneurship course for students to be an additional career for the nurse who want to be the business owner in the future.

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