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Reflexión

Reflections on the 4 nursing functions and impacts in Latin America

Reflexiones de las 4 funciones de enfermería e impactos en América Latina

Reflexões sobre as 4 funções e impactos da enfermagem na América Latina

Sandra Milena Aponte-Franco[1]
Javier Isidro Rodríguez-López[2]
María Guadalupe Casales-Hernández[3]
Juana Jiménez-Sánchez[4]

Resumen

La enfermería reconocida como disciplina profesional cuenta con conocimientos dirigidos al cuidado de la vida humana, su desarrollo la ha diferenciado de otras disciplinas dándole visibilidad particular desde cuatro funciones: gestión, enseñanza, investigación y atención clínica. Para lo cual se generó una reflexión sobre los impactos positivos y negativos del evolucionar de enfermería en América Latina ante estas funciones, desde la gestión se evidencia avances importantes desde el liderazgo gremial y organizacional, pero retrocesos en el escalamiento político, e institucional. Existe brecha de la formación profesional en comparación a otras regiones, aun así, el crecimiento de programas educativos ha dado la posibilidad de la profesionalización, pero debate el reto de la calidad, la disparidad formativa y la oferta centrada en el paradigma clínico. En el campo investigativo se resalta la creación de programas doctorales y post graduales que amplían la generación de conocimiento, pero también se evidencian barreras en la transferencia y visibilidad colectiva del conocimiento. En el área clínica espacio con mayor abordaje de las acciones formativas y laborales del profesional, cuenta con grandes retos en su crecimiento, organización, escalamiento, seguridad y precariedad laboral. En esa perspectiva la comunidad U-Nursing LatAm se ha integrado para aportar a la región en estos retos. Finalmente se concluye que la mayoría de los desafíos son relacionados con las habilidades sociales y blandas que deben potencializarse en el plano personal y colectivo. Todas las situaciones requieren tener una valoración directa de las posibilidades de fortalecer y mejorar la enfermería desde cada país de la región, teniendo en cuenta las cuatro funciones.

Palabras clave: Enfermería; Gestión; Enseñanza; Investigación; Atención de enfermería

Abstract

Nursing, recognized as a professional discipline, has knowledge directed to the care of human life; its development has differentiated it from other disciplines, giving it visibility from four functions: management, teaching, research and clinical care. For which a reflection was generated on the positive and negative impacts of the evolution of nursing in Latin America in relation to these functions, from the management point of view, there is evidence of important advances from the guild and organizational leadership, but setbacks in the political and institutional scaling up. There is a gap in professional training compared to other regions, even so, the growth of educational programs has given the possibility of professionalization, but the challenge of quality, training disparity and the offer centered on the clinical paradigm is debated. In the research field, the creation of doctoral and post-graduate programs that ex-

Autor de correspondencia*

[1*] Enfermera, especialista en gerencia de seguridad y salud en el trabajo, maestrante en ciencias de enfermería, Universidad de Guanajuato. Guanajuato-Celaya, México. Correo: sm.aponte-franco@ugto.mx 0000-0002-4569-1234

[2] Enfermero, magíster en gestión empresarial ambiental, doctorando en ciencias de enfermería, Growing Up Foundation, Representante Legal. Guanajuato, Celaya, México. Correo: javierisidro-rodriguezl@gmail.com 0000-0002-1907-4152

[3] Licenciada en enfermería y obstetricia, magíster en ciencias socio-medicas, presidente Centro Nacional de Programas Preventivos y Control de Enfermedades – Secretaría de Salud de México. Ciudad de México, México. Correo: gcasalesh@gmail.com 0000-0002-7306-6663

[4] Licenciada en enfermería y obstetricia, doctora en administración de organizaciones de salud, directora México, Centro América y el Caribe, U-Nursing LatAm. Ciudad de México, México. Correo: jjscomle@gmail.com 0000-0003-3812-831X

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pand the generation of knowledge is highlighted, but there are also barriers in the transfer and collective visibility of knowledge. In the clinical area, where the training and labor actions of the professional are most addressed, there are great challenges in its growth, organization, scaling, security and labor precariousness. In this perspective, the U-Nursing LatAm community has been integrated to contribute to the region in these challenges. Finally, it is concluded that most of the challenges are related to social and soft skills that must be enhanced on a personal and collective level. All situations require a direct assessment of the possibilities of strengthening and improving nursing in each country of the region, considering the four functions.

Keywords: Nursing; Management; teaching; research; nursing care.

Resumo

A enfermagem, reconhecida como uma disciplina profissional, possui conhecimentos voltados ao cuidado da vida humana; seu desenvolvimento a diferenciou de outras disciplinas, dando-lhe particular visibilidade a partir de quatro funções: gestão, ensino, pesquisa e cuidados clínicos. Para o qual foi gerada uma reflexão sobre os impactos positivos e negativos da evolução da enfermagem na América Latina com relação a estas funções, do ponto de vista gerencial, há evidências de importantes avanços em termos de liderança sindical e organizacional, mas retrocessos na escalada política e institucional. Existe uma lacuna na formação profissional em comparação com outras regiões, mesmo assim, o crescimento dos programas educacionais deu a possibilidade de profissionalização, mas o desafio da qualidade, a disparidade de formação e a oferta centrada no paradigma clínico é debatida. No campo da pesquisa, destaca-se a criação de programas de doutorado e pós-graduação que ampliam a geração de conhecimento, mas também existem barreiras para a transferência e visibilidade coletiva do conhecimento. Na área clínica, a área com maior enfoque na capacitação e nas ações de trabalho do profissional, existem grandes desafios em termos de crescimento, organização, expansão, segurança e insegurança no emprego. Nesta perspectiva, a comunidade da U-Nursing LatAm foi integrada para contribuir para a região nestes desafios. Finalmente, conclui-se que a maioria dos desafios está relacionada a habilidades sociais e soft skills que precisam ser reforçadas em nível pessoal e coletivo. Todas as situações exigem uma avaliação direta das possibilidades de fortalecimento e melhoria da enfermagem em cada país da região, levando em conta as quatro funções.

Palavras-chave: Enfermagem; gestão; ensino; investigação e cuidados de enfermagem.

Introduction

Nursing, recognized as a professional discipline whose development is based on its own knowledge and some derived from other sciences, constitutes a series of compassionate and supportive human service actions aimed at health care throughout the human life cycle (1). According to the International Council of Nurses (ICN), the discipline is defined as a part of the health system responsible for the care of people of all ages, whether healthy or ill, physically, mentally, and with different abilities, in various social contexts, integrating health promotion and disease prevention actions.

Among some of the functions of the nursing discipline are: promoting safe environments, research and participation in the construction of health policies, patient management (care subjects), as well as acting within health systems and education (2). Focusing from an orientation towards care and the caring process from its roots, the elements of the conceptualization of care as a philosophical disciplinary reference, and the teaching

practices are analyzed, prioritizing the emphasis on human care that characterizes nursing professionals (3).

The theoretical development of nursing has been strengthened through the scientific study of those manifestations that integrate human health care. Based on this, nursing has been establishing itself over time as a humanistic and social science and discipline, with its own body of knowledge that integrates the foundations of professional practice, distinguishing it from other disciplines (4). From the scientific and research development since the beginning of the 20th century, nursing has had a significant evolution. Theories and conceptual models are the foundation of this, and their application in practice as a disciplinary strengthening strategy allows for high-quality evidence and visibility of the profession (5).

In terms of quality, the changing health systems in the world require orientation towards the benefit of those who consume the services of these systems. The nursing discipline has always sought these benefits by theoretically and scientifically adapting to the changing needs of society. For this reason, it has become the backbone of health systems, addressing all kinds of conditions related to care, regardless of the role performed. In this sense, nursing professionals research, educate, plan, and develop programs aimed at individuals and communities. Due to their care-centered approach, they recognize the interaction and needs of individuals, society, and the health system (6).

As mentioned, nursing professionals provide care through various functions, each integrating a particular human aspect, which is useful and necessary in all areas of performance. In the case of management, this is very important as it allows for guidance on the best way to organize and deliver available resources. In clinical care, this human perspective emphasizes attending to the person in the full sense of being, downplaying materialistic and biomedical aspects. In the field of education, nursing conveys the importance of caring with empathy and respect, without any kind of distinction. Finally, in the realm of research, it is essential to foster interest in the foundations of the discipline, guiding actions, knowledge, and encouraging new scenarios of practice with its own knowledge (7). In accordance with the above, the purpose of this article is to reflect on the impacts of nursing from the four professional functions and their appreciation in Latin America.

Development

The nursing profession worldwide is achieving changes in its conception and potential to contribute more effectively to the attainment of the Sustainable Development Goals, universal coverage, and the application of primary health care (PHC) as the ideal strategy to achieve these goals (8). In this context, following the "Triple Impact of Nursing" report generated by the UK All-Party Parliamentary Group on Global Health, which highlights the need to strengthen this discipline globally to improve health, gender equality by empowering nurses (predominantly women), and economic development of countries, the Nursing Now campaign was launched in 2018 with the collaboration of the International Council of Nurses (ICN) and the World Health Organization (WHO) to improve health by elevating the status and profile of nursing and establishing inter-institutional work partnerships (9).

With this intention of making visible the important work carried out by nursing personnel in Latin America and recognizing that we share similar conditions regarding professional development and status, various associative forms have emerged to fight for justice and the practice of regional nursing.

In the background, we find the Pan American Federation of Nursing Professionals (FEPPEN), which has integrated the national nursing organizations of Latin American and Caribbean countries since the 1970s. Since then, it has generated the strengthening of association, training, visibility, and emancipation of nursing. It has supported the improvement of working conditions for health workers, their career plans, and professional growth (10, 11).

In the same associative perspective, since 1986, as part of the organizations endorsed by the Union of Latin American Universities (UDUAL), the integration over the past 36 years has consolidated around 130 nursing schools and faculties. Among its strategic premises is the association for generating value for joint growth in nursing education, research, and extension (12).

In the projections set forth by FEPPEN, ALADEFE, and the strategic orientation for nursing in the Americas region (10, 11, 13), there is an emphasis on increasing collaboration, networks, coordinated work, and establi-

shing alliances to promote nursing representation, positive environments, and interprofessional teams. This is expected to be achieved through the integration of organizations, strategies, and cooperation mechanisms between countries to develop more active practices with nursing as the protagonist of its own history.

In the recent era of Latin American nursing, since 2019, a movement driven by the Growing Up Foundation has aimed to integrate an academic, professional, and research community in nursing, incorporating these projections and the historical evolution of regional nursing mentioned earlier. During 2019 and 2020, it succeeded in bringing together over 40,000 nursing professionals from 26 countries to participate in the development of 100 academic events.

From the impetus of Growing Up, a new proposal emerged to develop a campaign called the Union of Nursing of Latin America (U-Nursing LatAm). The idea is to form a social community that integrates various stakeholders in the region, based on a proactive and collaborative learning environment that promotes good nursing practices in Latin America through innovation. This is a clear example of a positive impact, aiming to "create a common agenda and shared vision of nursing in Latin America, from a nursing community that promotes unity in each of our territories and is open to the world within the framework of life care, respecting the autonomies and diversities of each person and context" (14).

To achieve the integration of U-Nursing LatAm, there is a general direction, a global direction and coordination, and three regional directions and coordinations (Mexico, Central America and the Caribbean, South America and Colombia). These work together to enhance visibility, knowledge transfer, research projects, cooperation, training, and the establishment of professional and institutional alliances. This collaborative effort aims to integrate efforts, create collaborative spaces, and reduce the fragmentation of actions.

However, to discuss the impacts that nursing has generated in the Latin American region, it is essential to review the health situation considering the epidemiological and demographic profile. We can mention that socio-economic realities such as vulnerability, poverty, and extreme poverty predispose the development of various diseases, with a predominance of non-communicable chronic diseases, despite advancements in health matters.

In addition to this evident challenge, there is a shortage of human resources, which constitutes a gap in achieving the universal health goal. At this point, nursing is a key component through the performance of its different functions (management, education, research, and clinical care), which impact policy formulation, coordination and restructuring of health systems, and the care of individuals, families, and communities (13). These aspects are consistently highlighted by regional health organizations, and it is essential to detail them based on the realities experienced in the local contexts of each Latin American nation.

The nursing situation highlights ten fundamental measures that should direct policies for nursing personnel, which are (12):

1. Increase funding to train and employ more nursing professionals.
2. Strengthen the capacity to collect, analyze, and use health workforce data.
3. Monitor the mobility and migration of nursing personnel.
4. Increase the number of training programs focused on primary health care and universal health coverage.
5. Boost initiatives to enhance leadership and governance in nursing.
6. Optimize the practice of nursing professionals through effective planning and regulation.
7. Formulate policies within countries that allow for decent work.
8. Implement gender-sensitive policies, such as flexible working hours and greater leadership opportunities.
9. Update regulations governing professional practice within countries to ensure the effective use of theoretical and practical training with dynamic interprofessional teams.
10. Strengthen the capacity for effective public policy management through dialogue and institutional collaboration.

These measures must be thoroughly analyzed and studied to allow the profession to advance in its functions. Collaborative alliances improve working conditions because efforts become robust and well-documented rather than individual and isolated, enabling countries in Latin America to progress and propose mechanisms that have shown improvements in similar contexts.

Therefore, we will revisit the four functions of the nursing discipline, discussing the positive and negative aspects of each, as well as the contributions from the U-Nursing LatAm community.

Management

In relation to the nursing function in resource management, poor regulation and the lack of recognition of their professional advancement add to the inherent problems in managing the health institutions where they work. They face difficulties such as time constraints, workload overload, performing tasks outside their competence, and lack of support from superiors, which hinder their performance in any context.

From another perspective, the gap in the professional development of nurses compared to North American countries is still evident. The strategic orientation report for nursing in the Latin American region highlights that the majority of the nursing population in Latin America consists of technologists, technicians, and nursing assistants. In contrast, the United States has approximately 80% of its nursing population composed of licensed nurses, Canada 70%, and Mexico 38%. The situation for other countries in the region is below the statistics shown for Mexico, where nursing is not a first-choice or highly regarded profession. In some countries, there has been significant investment in the training and subsequent hiring of nursing assistants, in opposition to the training of professional nurses who have longer and more qualified professional training (13).

However, the field of professional nursing practice in Latin America has undergone growth and evolution with the assistance of leadership processes. Various events can be cited; for example, in the 1930s in Chile, Brazil, and Colombia, there was a struggle for labor rights. This was followed by representation through participation mechanisms such as colleges, associations, societies, and federations in the 1950s. In the 1980s, there was political pressure for the emergence of laws and regulations that legitimized the actions of nurses in each country. All of these are management processes that must continue to evolve to position Latin American nursing, taking into account the unique characteristics of each person and the realities of each territory where multiple nursing realities are evident.

In the last 50 years, FEPPEN's contribution has been the cooperation and collaboration of 19 member countries with their national associations, leading to the consolidation of nursing legislations, the positioning of school and faculty associations in countries, and the involvement of decision-makers to strengthen nursing in each nation (15). The work carried out by ALADEFE, which links 21 countries with their 130 nursing schools and faculties as a network that has been consolidating nursing education in professional and postgraduate training (16). This historical process has led to an increase in associations, colleges, scientific societies, and various organizations in recent years, especially in Argentina, Peru, Mexico, and other countries in the region, gradually. Therefore, initiatives such as the U-Nursing LatAm community emerge at the beginning of this new decade.(13)

In this particular field, the campaign promotes the dissemination of agendas as well as the practices and experiences of professionals, allowing the visibility of each member and the development of collaborative work on common themes. It also sets the stage for the formation of alliances and networks among different organizations such as nursing colleges, associations, schools, nurses, and nursing professionals, with the intention of enhancing their prestige and leadership capacity in various aspects of their work and professional performance. The achievement of this union at the Latin American level translates into 16 nursing and health networks integrated with the participation of 26 countries (14).

Teaching

The nursing training processes in the region have been present since the late 19th century, initially connected with offerings developed by religious communities, military institutions, hospitals, and healthcare centers, especially in Argentina, Cuba, Colombia, Chile, Ecuador, and Mexico (14).

After the 1930s until the 1970s, training was consoli-

dated through universities, which began to expand their training programs, especially in public higher education institutions. Following globalization and the predominant neoliberal model in several Latin American countries, and the need for more human capital available for populations, there was an opening from the early 1990s to private nursing training schools, thereby expanding the training market and impacting the labor and healthcare market according to each country's conditions (15,16).

This evolutionary process in nursing education has had both positive and negative impacts for and from nursing. Firstly, it has provided access to university education for all types of populations, consolidating the generation of nursing knowledge to improve health and social conditions. On the other hand, some of the aspects mentioned below are issues stemming from educational processes that may continue to foster fragmentation, confusion, and a decline in the social perception of nursing. This necessitates a need to promote a paradigm shift in nursing education to include aspects such as primary healthcare and planetary health impact (22–25):

- Offer and training focused on the clinical paradigm and market demands for increased student access.
- Disparities in educational levels, ranging from 2 technical and professional levels to 6 levels of nursing education, as seen in the case of Mexico, Puerto Rico, and Nicaragua.
- Lack of quality criteria for access, training, and certification of educational institutions.
- Outdated training plans from the 20th century for 21st-century realities, situations, and generations.
- Disparity in the duration of professional training.
- Economic and social limitations for access to professional and postgraduate education.
- Nursing profession's lack of social and economic recognition in the current knowledge generation sphere.
- Underutilization and lack of visibility of nursing knowledge generated in Latin America for the region's own realities.
- Precariousness and job precariousness of educators.
- Lack of academic community capacities to generate innovation for the health business field.
- Absence of educational managers who integrate education, research, outreach, cooperation, innovation for territorial development.
- Low level of proficiency in a second and third language.

To address these negative impacts, there has always been a need to act upon these realities. That's why since 1986, ALADEFE has consistently worked to promote the quality processes of nursing academic programs, teacher qualification, and the development of Ibero-American Conferences on Nursing Education, recently focusing on curriculum challenges in the global context, research, training, and political participation of nursing human resources, as well as gender issues, equity, and challenges for the profession (26). Similarly, as part of its outreach activities, FEPPEN organized its 15th International Congress in 2019.

Through the U-Nursing LatAm campaign, two specific actions are being promoted in the teaching field. These actions are aimed at generating and coordinating events such as congresses, seminars, and community gatherings in general, as well as each of its networks of interest for planning the production and dissemination of knowledge. Additionally, they promote the creation of new educational plans and programs, new knowledge networks, and new cooperation spaces in nursing in Latin America (10).

Thus, from different countries, this strengthening or formulation of new programs is being promoted in collaboration with universities, resulting in projects such as new specialties and diploma courses in the region. U-Nursing LatAm contributes with experts in various fields and creates spaces for exchange between different nations. During 2019 and 2020, 100 events were organized, benefiting over 40,000 people, while 300 events are scheduled for 2021. In other words, the U-Nursing LatAm community has strengthened, allowing for a greater reach in teaching and learning spaces.

Research

The current society demands competent professionals

whose actions are based on excellence in all areas, stemming from advancements in academia to achieve excellent results in the healthcare field, but with a significant contribution developed through scientific research (17).

Hence, efforts have been made since the 1950s to verify nursing theory, leading to significant advances. Practice based on research has become essential in the disciplinary development of autonomous practice in nursing. It is imperative for nursing to provide evidence of its contribution to individual and collective health through research focused on care, grounded in its own body of knowledge. Additionally, in this era of constant change, it is necessary, from a leadership and research management perspective, to inspire colleagues regardless of their position (28).

Scientific research allows for effective knowledge expansion because without research, there is no growth of nursing as a science, a discipline, or a profession (18). The nursing metaparadigm supports this area as a discipline, with the backing of its own theories and phenomena, facilitating the selection of the appropriate perspective to generate valid knowledge based on the nature of the phenomenon under study (ontological), the relationship between the researcher and the phenomenon under study (epistemological), and instruments to understand the phenomenon (methodological) (19). The advancement of the nursing profession in the region has positive impacts with the use of the scientific method, which not only generates knowledge but also its usefulness and effectiveness (20).

Despite its importance, the development of research in the region faces barriers of all kinds, both in the educational, social, institutional, and political spheres, which are described here:

- Deficiency in undergraduate and graduate training processes.
- Proposals focused on the particular interests of the researcher rather than the common realities of society.
- Weak institutional and governmental funding.
- Research products without social intervention and transformation.
- Bureaucratic schemes and exclusive groups based on the categorization level of researchers.
- Knowledge bureaucracy of the few training programs.
- Poor offer of doctoral and master's training in nursing.
- Isolated knowledge generation from the evolution of the 4th industrial revolution.
- Knowledge generation for exclusive groups and high-level journals where there is no transfer to other nurses and the community.
- Integration into research processes with political, economic, and business actors to transform their processes, products, and social needs.
- Deficiency in the transfer and development of written, audiovisual, legislative, and technological knowledge.
- Low level of publication in English.

Part of the historical initiatives to contribute to the research axis is the Pan American Journal of Nursing since 1976, from FEPPEN to date, no new editions have been reported since 2012. From ALADEFE in 1990, its journal appears, and since 2011, continuous production has been generated in the Ibero-American Journal of Education and Research in Nursing, opening the door to different Pan-American Colloquia since 1988 until its last version in 2022 in Miami.

To strengthen this function, different research and innovation projects have been proposed from U-Nursing LatAm with the collaboration of nurses from the region. Under this scheme, through leaders (regional directors and coordinators), agreements have been reached with universities and health institutes to promote nursing research, generate new knowledge, and contribute to science for better decision-making in health.

Clinical-Care

The most visible field from the social imaginary for nursing, with actions, activities of direct care to users of health care throughout their lifespan. In this realm, there are multiple experiences that can be recounted from care actions at different levels such as community and hospital-based, primarily performed by women who have historically been performing this function

(32). From birth, care throughout the lifespan to facilitating a dignified death (22).

In this axis of action, personal values blend with professional ones aligning with the clinical action of nursing, such as concern, responsibility, and effective commitment to others, opening a space of sensitivity and cordiality (33). From these values, nursing can have a human approach to situations and the needs of the individual, which leads not only to focus on the illness and the urgency of service management (23). These everyday actions often go unnoticed by society, much like the family member caring for another at home regardless of the type of health condition they may have (24). The care contexts have not only remained in the clinical realm; social care, community care, and cultural care have always been present. However, due to market dynamics and a focus on biomedical training, they have become invisible even to nursing professionals themselves. That is why the Pan American Health Organization promotes the expansion of the nursing role and the strengthening of advanced practice as a means to respond to the growing health needs facing the population. This considers nursing personnel as fundamentally contributing to care management with broad and well-defined professional exercise and autonomy in decision-making (13).

It might be estimated that, being the most developed area of nursing, it would have all its difficulties covered through good management, a good space for knowledge generation, and excellent training processes. However, the reality for professionals facing direct care every day is completely contrary to its evolution. They experience situations of job precariousness, professional invisibility, absence or limited promotion and growth within the same institutions, and personal difficulties in communicating, relating, mobilizing, and organizing, which are recounted in the daily lives of colleagues who have spent decades in the same service, in the same work, with the same knowledge, and with greater occupational and personal exhaustion.

Latin American realities are important to mention, considering that most knowledge for nursing development is generated in contexts outside the region. Therefore, discussing the role of nursing must align with the realities of its territories and capacities for transforming the healthcare sector. The impact of various actions carried out in U-Nursing LatAm is evident in the participation of multiple attendees, speakers, experts, and assistants in various congresses, courses, seminars, workshops, and training programs in the clinical-assistance field.

The interconnection between the four pillars is complex in real life. With just over 100 years, nursing in Latin America continues to seek comprehensiveness. This disarticulation is observed across different functions. For example, those who focus on the academic sphere may find it easy to implement clinical-assistance actions from theory. However, new processes require a variety of actions such as organization, management, promotion, financial management, leadership support, among others. Failure to plan and involve all stakeholders can result in failure to achieve the impact required by the strategies.

Governments must prioritize investment in nursing education, ensuring that educators are equipped to address the demands of modern healthcare systems and the diverse needs of the population. They should generate well-paid jobs that adhere to regulations. Presently, nursing professionals pursue doctoral and postdoctoral studies; however, job positions in various nations do not consider these categories of hiring. Strengthening leadership is also crucial, enabling these professionals to actively engage in decision-making processes, contribute to policy development, and drive enhancements in healthcare systems.

Still, there are challenges to improve not only in the areas of the four functions but also in soft skills that should be enhanced or improved on a personal and collective level. Among them, we highlight the following:

- Enhancing communication and feeling part of a broader region, expanding beyond one's own knowledge.
- Improving flexibility in communication.
- Recognizing the training opportunities available and the diversity of organizational and civil representation spaces.
- Integrating with the region and building collectively.
- Eliminating political and professional biases within nursing and allowing for less centralization.
- Continuing to support the emergence of decentralized representation processes.

- Leveraging past successes to generate positive current and future outcomes.
- Facilitating scaling, negotiation, and positioning, aspects inherent in business and politics.
- Establishing alliances between historical nursing organizations in the region and current local and regional initiatives.

Conclusions

- The impacts have been positive in the 4 functions of nursing in Latin America, as part of a constant growth and evolution that also shows us the aspects to enhance and the difficulties in their articulation. These challenges and weaknesses exposed in the educational, investigative, clinical, and management fields can guide the development of a regional and local agenda over time from each country. It can be considered that the greatest advances in nursing, according to their products in these functions and social imaginary, occur in the following countries: Brazil, Mexico, Chile, Uruguay, Peru, Argentina, Colombia, and Cuba. Without neglecting the positive advances that each country may have, for which an invitation is extended to develop specific analyses of each nation in the region regarding their current situation and progress.

- The challenges for nursing are increasing due to social, technological, and generational evolution that is constantly occurring globally. One of the challenges that also needs attention, considering a post Covid-19 situation, is related to economic recession and recovery, the fight against climate change, and the protection of biodiversity. This requires a need to reinforce healthcare structures, alliances among all networks, associations, federations, and spaces for integrating local and regional nursing, such as U-Nursing LatAm and its networks, to continue growing towards the 2030 agenda and evolution as a profession globally (25). Aspects that need to be rapidly expanded in teaching, research, management, and nursing care

Conflict of interest

The authors declare that they have no conflicts of interest.

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