What do Danish doctors think?
Survey of all doctors in Denmark
December 2018

• Organization of Danish Medical Societies (thanks to Marie Krabbe)

• Cass Business School, City, University of London

• Department of Business Administration, University of Zurich
6 Minutes for Danish Health Care

- 4,471 “finished” responses
- 1,668 started responses
- Response rate of 29%
Job satisfaction

How satisfied are Danish doctors with their work? 4.4 on a 6-point scale

How likely are they to stay in their current job? 3.45 on a 6-point scale

Women and men report the same result
Which specialties are most satisfied with their job?

**HAPPY SPECIALTIES 😊**

<table>
<thead>
<tr>
<th>Specialty</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oftalmologi (ophthalmology)</td>
<td>4.7</td>
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<tr>
<td>hämatologi (hematology)</td>
<td>4.5</td>
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<tr>
<td>Dermato-venerologi (dermatology-venerology)</td>
<td>4.3</td>
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<tr>
<td>infektionsmedicin (infectious diseases)</td>
<td>4.3</td>
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<tr>
<td>Gynækologi og obstetrik (gynecology and obstetrics)</td>
<td>4.3</td>
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<tr>
<td>endokrinologi (endocrinology)</td>
<td>4.1</td>
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</tbody>
</table>
Which specialties are least satisfied with their job?

UNHAPPY SPECIALITIES 😞

- Pulmonary/Lung
- Plastic Surgery
- Pathology
- Urology
Which specialties are least likely to leave their work place?

<table>
<thead>
<tr>
<th>Specialty</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Almen medicin = family medicine / general practice (1)</td>
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<tr>
<td>Oftalmologi = ophthalmology (2)</td>
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<tr>
<td>Dermato-venerology = dermatology-venerology (3)</td>
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<tr>
<td>Endokrinolgi = endocrinology (4)</td>
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<tr>
<td>Gynækologi og obstrik = gynecology &amp; obstetrics (5)</td>
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<tr>
<td>Oto-rhino-laryngologi = (6) ear, nose, and throat</td>
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<tr>
<td>Reumatologi = rheumatology (7)</td>
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<tr>
<td>Specialty</td>
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<tr>
<td>Urologi</td>
<td>Urology</td>
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<td>Pædiatri</td>
<td>Paediatrics</td>
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<td>Kardiologit</td>
<td>Cardiology</td>
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<td>Psykiatri</td>
<td>Psychiatry</td>
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<tr>
<td>Anæstesiologi</td>
<td>Anaesthesiology/Intensive care medicine</td>
</tr>
<tr>
<td>Plastikkirurgi</td>
<td>Plastic surgery</td>
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</tbody>
</table>

Which specialties are most likely to leave their place of work?
What about the supervisors’ clinical expertise?

Does it matter to the job satisfaction of Danish doctors if their manager is a good clinician?

NB: GPs with their own practices did not see the questions on bosses. There were 780 such respondents in the sample.
Expert Clinicians matter

Danish doctors’ also report **higher job satisfaction** if they perceive their direct supervisor (line manager) to be a **good or outstanding clinician**
This holds controlling for position, tenure in position, hours worked per week, satisfaction with life, age and gender of responding doctors.
Supervisors’ clinical expertise influences doctors’ job satisfaction

Average job satisfaction

- Supervisor is highly distin. clinician
- Supervisor is distin. clinician
- Supervisor is averagely able clinician
- Supervisor is not that interested in clinical work
Danish doctors are also much less likely to think about leaving their organization if they perceive their direct supervisor (line manager) to be a good or outstanding clinician.
How keen are Danish doctors to become leaders?
We asked: “Would you ever consider taking a management or leadership position in your career?”
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Leader aspiration: yes (70%)

Leader aspiration: no (30%)
What predicts doctors’ willingness to take on a leadership position?
When are doctors most likely to take a leadership position?

- When they can have a positive impact
- If they receive leadership training
- If they get paid a higher salary
- Out of a sense of duty
Why are doctors less likely to take a leadership position?

- Because they have less focus on clinical work
- It involves more administration
- There are not enough resources
- It means more hours and more stress
- A fear of burnout
Which specialty is most likely to say “Yes” to a leadership position?

- Dermato-venerologi (Dermatology/venerology)
- Plastikkirurgi (Plastic surgery)
- Børne- og ungdomspsykiatri (Child & adolescent psychiatry)
Which specialty is most likely to say “No” to a leadership position?

- *Patologisk anatomi og cytologi* (pathology)
- *Reumatologi* (rheumatology)
- *Kirurgi* (surgery)
- *Diagnostisk radiologi* (clinical radiology)
I hope the evidence I have presented has convinced you to think about becoming a leader in healthcare (if you are not already)
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