



COLLEGE of AMERICAN  
PATHOLOGISTS

# Practice Staffing Solutions Using Locum Tenens Pathologists

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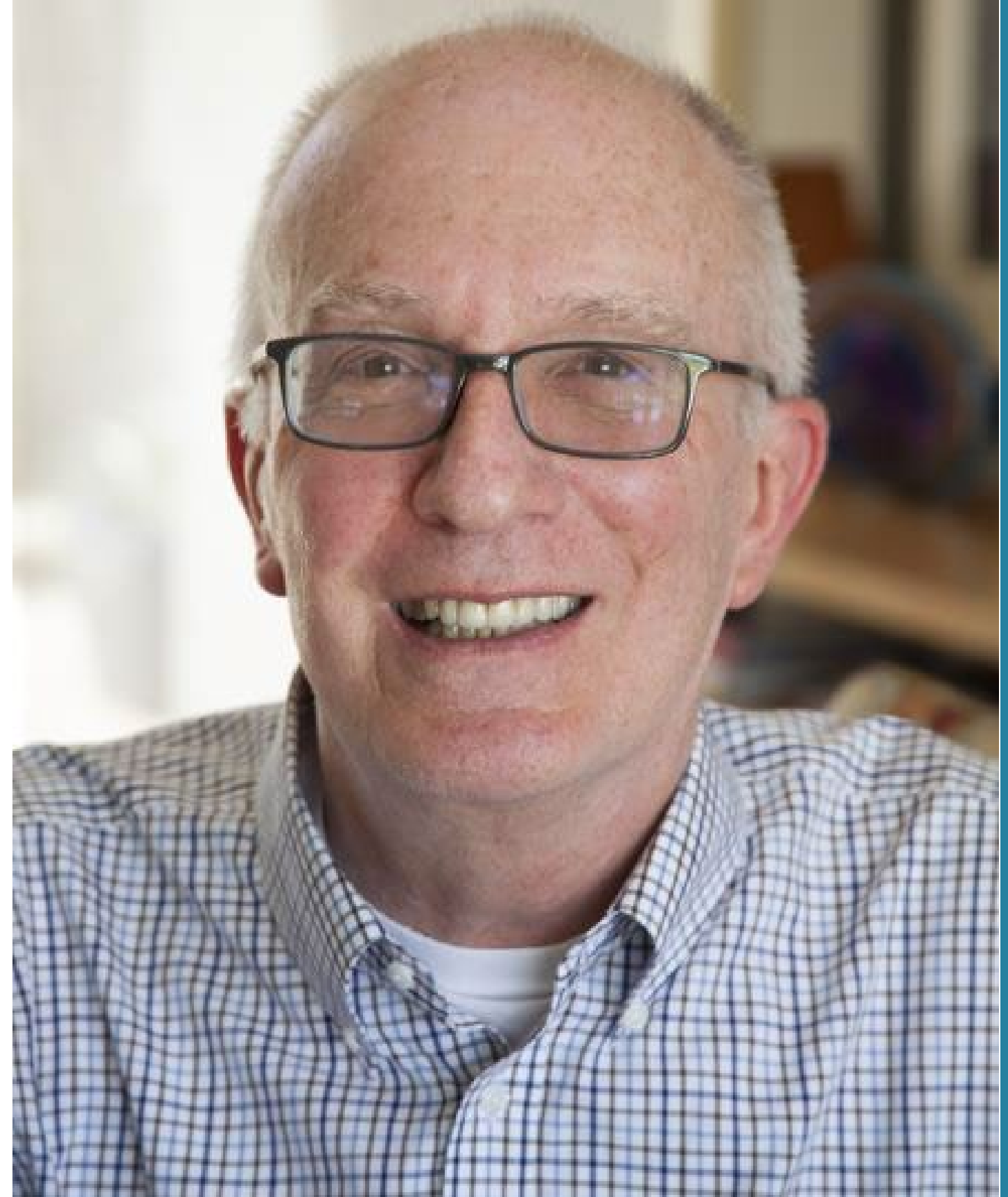
# Peter Herreid, MD, FCAP

- Member, Practice Management Committee
- Dermatopathologist with 30+ years of experience Incyte Diagnostics Bellevue WA
- Past President of Incyte Pathology
- Pathologist recruitment, retention, contract negotiation



# Wayne Garrett, DO, FCAP

- Member, Practice Management Committee
- Practicing pathologist AP/CP Cytopathology with 30+ years of experience
- Providing locum coverage nationwide
- Held multiple leadership roles including within CAP and CAP Foundation
- Currently Chair of the Development Committee



# James O. Peterson, CPPM

- Member, Practice Management Forum
- 20 years of experience consulting in pathology and laboratory medicine. Locum tenens has represented 70% of that work
- Thought leader and fierce advocate for healthcare in rural America
- Proponent of digital pathology platforms to solve the locum tenens inefficiencies
- Speaker, collaborator and advocate for pathologists



# Monika Pilichowska, MD, PhD, FCAP

- Member, Practice Management Committee
- Practicing Pathologist at Tufts Medical Center in Boston with 20 + years of experience
- Director of Hematopathology and Renal
- Professor of Anatomic and Clinical Pathology, and Medicine at Tufts University School of Medicine.



# Locum Tenens: Hiring From The View of the Practice

- Look before you leap
  - Know your timeframe
  - Know your legal obligations reg. malpractice, credentialing, licensing, billing
  - Engage stakeholders in the practice (who will monitor performance).
  - Engage stakeholder clients (hospital, clinics – no surprises).
  - Create checklist expectations and requirements for Locum Pathologist.
  - Be creative! Does a Locum have to “Push Glass”?

# Finding Your Best Locum Option

- Who do you know?
- Who is in the area?
- Who can assist you in finding locums?

# Negotiation

- The area is too individualized to create a single rule
- Know your budget
- Know your lead time
- Identify a special skill set required
- Be specific about expectations
  - TAT
  - Call
  - Duty hours
  - Other

# Locum is HERE NOW WHAT?

- Communicate, communicate, communicate.....
  - Try not to “wind and set loose”
  - Give early feedback
  - Do not assume they know your expectations, SOPs, work flow etc.
- Depending on the length of term consider
  - Graduate responsibilities
  - Introduction to other staff members
  - Check in with your Locum even from afar

# Before Saying GOODBYE

- Confirm end dates and expectations for duty completion
- Formalize handoff process for incomplete cases
- Provide feedback forms/meeting for locums to complete
- If applicable, discuss future engagements/scheduling
- Offer to provide “cover letter” documenting locum terms without making the locums ask first
- Provide feedback to staffing agency, locums contact provided etc.

# Your Locum Left the Building Now WHAT?

- Follow up!
  - After a brief time reach out to Locum/Agency for feedback
  - Poll stakeholders as to locum experience
  - Repeat engagement interest from stakeholders
  - Reevaluate whether duties can be added/subtracted
  - Re-access expectations for future locum use
  - Plan for the expected and expect the unexpected



# Being a Locum Pathologist

- Reasons for doing locums
  - New in practice looking for jobs
  - Transitioning between jobs with some time available
  - Salary augmentation while working full time/part time somewhere else
  - Transitioning to full time locum pathologists for benefits of being a Locum
- Type of locums
  - Periodic with one practice to cover for one incumbent PTO
  - Periodic with multiple practices to cover for different pathologists
  - Long term (months) in one practice acting like full time pathologist

# Being a Locum Pathologist

- Licensing
  - Stay close to home with one license and little travel (possible in metropolitan areas)
  - Obtain multiple licenses and travel
- To work or not to work with an agency
  - Pros: Agency handles credentialing, travel, malpractice and provides information about the practice
  - Cons: You could make more money (agency charges can be substantial)  
If you would like to stay full time there is/can be a buy out clause

# Being a Locum Pathologist

- Job requirements
  - Make very clear what are the job requirements: Grossing, frozen, weekend work, call, EBUS, PAP, radiology adequacy, subspeciality requirement...etc
  - **BE FLEXIBLE YOU WILL NOT BE ABLE TO REDESIGN THE PRACTICE**
- Compensation
  - You can negotiate and set your daily rate plus other agreements (like call) subject to agreement with the client
  - If working with agency they will give you guidelines but will ask for your daily rate. Final agreement will be negotiated with the client.

# Being a Locum Pathologist

- Evaluation
  - Sometimes but not always the arrangement between you (provider) and the client is mutually agreeable. Not all arrangements will succeed.
  - Be honest how comfortable you are with the service/arrangements. If not, be ready to terminate the relationship.
  - Clients will terminate your service if not pleased with the arrangements.



# By The Numbers... Specific to Pathology

- Jan. 2026 SIA (Staffing Industry Analyst): Locum tenens market hits \$9.6B in revenue (data from revenue totals for FY 24; Pathology represents 2.7%).
- 65 - The average number of days a locum tenens provider covers annually
- 61.4 - The average age of a pathologist
- 11,000 - The number of surgical pathologists in the US, down from 18,000\* in 2020
- \$1518 - The average per-day gross profit agencies receive
- \$1107 - The average \$\$ clients over-pay, per day, for locum pathologist sent by agencies (work fees, travel padding)
- \$567 - The average daily provider under-payment, or loss, withheld by agencies
- \*\*\* Number of respondents surrounding digital pathology applications

# Best Practices for Clients (Those hiring locums):

- Ask questions!!!
  - Clients and providers are not restricted from discussing bill and pay rates.
  - Don't know what your agency is paying your locums? Ask the locums... directly!
  - Don't know what your agency is billing for your services? Ask the client... directly
- Understand malpractice
- Since 2018, laws/rules have changed in favor of independent contractors. Non-competes (typically 2 years) found in agency agreements are difficult to impossible to enforce. (CA ABC Ruling)
- DO NOT ACCEPT CV's until YOU request them and the submission meets your criteria
- Speak to your prospective locums throughout the process
- If you currently have a “good” working relationship with a specific pathologist through an agency, renegotiate those terms, engage a consultant, consider digital or consider brokerage

# Best Practices for Providers (Locum Pathologist)

- Same as clients, you are not restricted from speaking to clients about the terms of your work expectations and compensation, so ask questions
- Understand malpractice: Claims Made (no tail) vs Occurrence Based (tail included)
- Negotiate all-inclusive rates whenever possible (when travel/housing is involved)
- Vet your agency/agent and be an active participant in your career
- Rates impact more than you think; Longevity, affordability in rural communities.
- Prepare ahead of time: case logs, references, PAP PT
- Consider an agent to represent your interests
- Group coverage is often overlooked as a source of revenue



Newly introduced member benefit,  
launched on November 12<sup>th</sup>



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# Additional Resources

- Practice Management Webpage
  - <https://www.cap.org/member-resources/practice-management>
- Previous and Upcoming Roundtables/Webinars
  - <https://www.cap.org/calendar/webinars/listing/practice-management-webinar>
- Articles Authored by Members of the CAP Practice Management Committee
  - <https://www.cap.org/member-resources/articles/category/practice-management>
- Practice Management Networking Community
  - <https://www.cap.org/member-resources/practice-management/practice-management-networking-community-application>
- Practice Management Frequently Asked Questions
  - <https://www.cap.org/member-resources/practice-management/frequently-asked-questions>

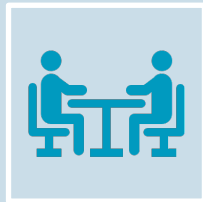
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# We value your feedback!



If after attending this discussion and later you applied any of what you learned to your practice, please share your feedback of how it worked for your practice at <https://www.cap.org/member-resources/practice-management/practice-management-inquiry-form> .



Watch for the session evaluation form. Your feedback is important!



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