Setting Yourself Apart In Today's Job Market

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Rich Cornell, President Santé Consulting

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- Member, Practice Management Committee
- Board Certified AP/CP (WashU in St. Louis/Barnes-Jewish)
- Fellowships in Cytopathology and Surgical Pathology (Houston Methodist/Texas Med Ctr)
- Contributor: CAP Foundation
- Contributor: PathPAC
- *New in Practice 2022*
Disclaimer

The information presented today represents the opinions of the panelists and does not represent the opinion or position of the CAP.

This should not be used as a substitute for professional assistance.

The information in this presentation is provided for educational purposes only and is not legal advice.
Rich Cornell, President of Santé Consulting

Santé Consulting is a national laboratory medicine recruiting and consulting company.

We focus exclusively on the recruitment and retention of pathologists, PhD’s, and laboratory medicine executives at the director level and above.
Learning Objectives

1. Develop a game-plan for your job hunt
2. Discuss how to approach sequential interviews
3. Evaluate an offer and compare offers
4. Compare market trends and relevant changes
Learning Objectives

1. Develop a game-plan for your job hunt
Step 1: Get After It. Be the Bull.

- The first mission at PGY1 level: Be the best resident humanly possible.
- Show up early. Be prepared. Be a consummate team player.
- To lead effectively, first be a good follower.
- Work hard, work smart.
- Take ownership of everything that comes your way.

Your job hunt begins the day you start residency.

Establish yourself as someone who:

- Can be trusted – Follows through
- Is coachable (receives feedback well).
- Will go above and beyond to get the work done.
- Reads a lot. The ACMGE 80-hour limit is actually a lot of time.
  - 6am-8pm plus 6-hours on Sunday. You can squeeze in 15-20 min/day.

Photo: "Clocking in.”
Midtown, Houston, TX.
Step 2: Define your ideal job. Write it down.

- Definition can change.
  - Revisit every few months.

EDA Make a top 3 location list - where do you want to live?
  - Example: Why would you waste your time traveling to the NorthEast when your spouse hates the cold?
  - *Protip* Your family’s happiness is most important

EDA Complex specimens = maintain solid AP/CP skillset

EDA Great people = you mesh with

Photo: “A Quiet Room to Write.” Leon’s Lounge, Houston, TX.
*ProTip* The best jobs aren’t posted on Pathology Outlines

• Until after the partners query their personal and professional networks.
• The front door is usually closed.
• You must accept this basic fact of human nature
• SO BUILD A SIDE DOOR.
• Almost every offer I received was related to a long-term relationship I had developed from PGY1 onwards.

Photo: "Side Door.”
https://todaysentrydoors.com
Accessed: 6/7/22
Step 3: Build the house.

✔ Attend state and county pathology society meetings
✔ Participate in PathPAC events, like PLS
✔ Attend CAP Resident Forum.
✔ Submit an USCAP Project.
✔ Get on a CAP Committee

There are scholarship funds and program will help you pay

Maintain the house that you’ve built.

• Any smart employer will call your references
• Compounding interest applies to skills, relationships too
  o Consistent sweat equity
  o Your references want to see you succeed
• Avoid the blind faith trap.
  o It’s not your faculty advisors responsibility
  o Use them as a sounding board.
  o I used to send advisor practice emails before cold-introducing myself to people.
  o Cold calling works, but warm intro is better.

Photo: “Well-Maintained Gingerbread House.”
South City, St. Louis, MO.
When things are going well, be calm.

- "When things are going well, be calm. Don't think you're on top of the world..
- You gotta be chill. You gotta just take what's good in your life and move forward cautiously and carefully. And thank God that you have that.
- ..when you think you've got it.. there's no such thing. Everybody's dispensable.”

  – Robert De Niro

Changes in Pathology

Hired and Getting Hired
Let’s Discuss

Today’s Job Market Landscape

Your Search Strategy

Interview to WIN
Today’s job market

More job openings exist now for sub-specialized pathologists than any time in the past 20 years
We currently have the highest recorded number of pathologist-related open jobs in 20 years:

731

Source: [www.pathologyoutlines.com](http://www.pathologyoutlines.com) as of 6/29/2022
Predictions from 2019 came true

Data from researchers was showing:

- U.S. pathology workforce was smaller relative to other countries regarding physician-to-patient population ratio
- JAMA workforce study showed there would be a looming shortage of pathologists

2019 Path Jobs Market:

- Competitive
- Starting salaries were rising
- AP groups offering competitive benefits + hiring bonuses
- College and university pathology residency programs training fewer students
Active Jobs by Date

Pre- and Post- pandemic

Source: www.pathologyoutlines.com as of 6/9/2022
## Jobs market by region

### Q1 2022

<table>
<thead>
<tr>
<th>Regions</th>
<th>Count</th>
<th>Percentage</th>
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<tbody>
<tr>
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<tr>
<td>USA - South</td>
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<tr>
<td>USA - West</td>
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<tr>
<td>Canada</td>
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<tr>
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<td><strong>Totals</strong></td>
<td>417</td>
<td><strong>100.0%</strong></td>
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### 2021

<table>
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<tr>
<th>Regions</th>
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<tbody>
<tr>
<td>USA - Midwest</td>
<td>274</td>
<td>20.2%</td>
<td>18.8% to 21.2%</td>
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<tr>
<td>USA - Northeast</td>
<td>405</td>
<td>29.8%</td>
<td>28.0% to 33.9%</td>
</tr>
<tr>
<td>USA - South</td>
<td>406</td>
<td>29.9%</td>
<td>27.4% to 33.3%</td>
</tr>
<tr>
<td>USA - West</td>
<td>199</td>
<td>14.6%</td>
<td>13.1% to 16.8%</td>
</tr>
<tr>
<td>Canada</td>
<td>63</td>
<td>4.6%</td>
<td>3.2% to 6.4%</td>
</tr>
<tr>
<td>Other</td>
<td>12</td>
<td>0.9%</td>
<td>0.8% to 1.1%</td>
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<tr>
<td><strong>Totals</strong></td>
<td>1,359</td>
<td><strong>100.0%</strong></td>
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### 2020

<table>
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<th>Range</th>
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<tbody>
<tr>
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<td>20.4%</td>
<td>15.7% to 25.0%</td>
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<tr>
<td>USA - Northeast</td>
<td>229</td>
<td>30.0%</td>
<td>27.5% to 32.2%</td>
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<tr>
<td>USA - South</td>
<td>223</td>
<td>29.2%</td>
<td>26.9% to 31.7%</td>
</tr>
<tr>
<td>USA - West</td>
<td>116</td>
<td>15.2%</td>
<td>13.5% to 15.4%</td>
</tr>
<tr>
<td>Canada</td>
<td>33</td>
<td>4.3%</td>
<td>2.8% to 5.7%</td>
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<tr>
<td>Other</td>
<td>6</td>
<td>0.8%</td>
<td>0% to 1.3%</td>
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<tr>
<td><strong>Totals</strong></td>
<td>763</td>
<td><strong>99.9%</strong></td>
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</table>

Source: [www.pathologyoutlines.com](http://www.pathologyoutlines.com)
## Jobs market by subspecialty

<table>
<thead>
<tr>
<th>No required subspecialty or job title</th>
<th>190</th>
<th>45.6%</th>
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<tbody>
<tr>
<td>Cytopathology</td>
<td>84</td>
<td>20.1%</td>
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<tr>
<td>Hematopathology</td>
<td>84</td>
<td>20.1%</td>
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<tr>
<td>Breast</td>
<td>67</td>
<td>16.1%</td>
</tr>
<tr>
<td>GI / liver</td>
<td>64</td>
<td>15.3%</td>
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<tr>
<td>Gynecologic</td>
<td>48</td>
<td>11.5%</td>
</tr>
<tr>
<td>Dermatopathology</td>
<td>42</td>
<td>10.1%</td>
</tr>
<tr>
<td>Molecular</td>
<td>30</td>
<td>9.4%</td>
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<tr>
<td>GU</td>
<td>32</td>
<td>7.7%</td>
</tr>
<tr>
<td>Head &amp; neck</td>
<td>32</td>
<td>7.7%</td>
</tr>
<tr>
<td>Pediatrics</td>
<td>25</td>
<td>6.0%</td>
</tr>
<tr>
<td>Pulmonary / cardiovascular</td>
<td>24</td>
<td>5.8%</td>
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<tr>
<td>Transfusion medicine</td>
<td>22</td>
<td>5.3%</td>
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<tr>
<td>Neuropathology</td>
<td>21</td>
<td>5.0%</td>
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<tr>
<td>Medical Director</td>
<td>19</td>
<td>4.6%</td>
</tr>
<tr>
<td>Bone &amp; soft Tissue</td>
<td>16</td>
<td>3.8%</td>
</tr>
<tr>
<td>Renal</td>
<td>14</td>
<td>3.4%</td>
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<tr>
<td>Informatics</td>
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<td>2.9%</td>
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<tr>
<td>Chief/Director/Chair</td>
<td>12</td>
<td>2.9%</td>
</tr>
<tr>
<td>Microbiology</td>
<td>8</td>
<td>1.9%</td>
</tr>
<tr>
<td>Autopsy</td>
<td>7</td>
<td>1.7%</td>
</tr>
<tr>
<td>Chemistry</td>
<td>6</td>
<td>1.4%</td>
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<tr>
<td>Education</td>
<td>5</td>
<td>1.2%</td>
</tr>
<tr>
<td>HLA / Immunology</td>
<td>5</td>
<td>1.2%</td>
</tr>
<tr>
<td>Transplant</td>
<td>5</td>
<td>1.2%</td>
</tr>
<tr>
<td>Coagulation</td>
<td>5</td>
<td>1.2%</td>
</tr>
<tr>
<td>Cytogenetics</td>
<td>4</td>
<td>1.0%</td>
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<tr>
<td>Immunohistochemistry</td>
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<tr>
<td>Government</td>
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<tr>
<td>Forensics</td>
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<tr>
<td>Industry</td>
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<td>0.2%</td>
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<tr>
<td>Research</td>
<td>1</td>
<td>0.2%</td>
</tr>
<tr>
<td>Tissue bank</td>
<td>1</td>
<td>0.2%</td>
</tr>
</tbody>
</table>

Source: [www.pathologyoutlines.com](http://www.pathologyoutlines.com) as of 6/9/2022

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Search Strategy

Step 1:

Optimize Your Timeline
2023 Graduating Fellows…

Start looking **now**

Optimal: Start 6-8 months in advance
Why?

- **Scheduling**
  - Round 1: Virtual interviews
  - Round 2: On-site interviews (or combo)

- **Sign agreement**

- **Apply for licensing**

- **Manage house-hunting / relocation**

- **Credentialing**

- **Hospital privileges**

- **Insurance**
Step 2: Consider Practice Preferences

GEOGRAPHY

PHYSICIAN PRACTICE SETTING TYPES
Physician Practice Setting Types

Solo Practice
Single Specialty Group
Multi Specialty Group
Hospital Employed
Academia
Research
Public Health/Military
How to Compare Practices
Step 3: Consider Your Personal Life

- Quality of Life
- Spouse/Significant Other
- Children
- Culture
- School Systems
- Work Life/ Balance
Step 4: Research Industry Numbers

- Starting Salary
- Signing Bonus
- Benefits
- Partnership
- Annual Bonus
Step 5: Know What Sets You Apart

The most sought-after jobs will be the most competitive.
Step 6: Understand the Compensation Landscape
Pathology ranked 14th in Modern Healthcare’s List of Top Doctor Salaries

Highest pathology compensation = $409,528
Lowest pathology compensation = $287,000

Orthopedic surgery: $696,373
Cardiology: $694,886
Plastic surgery: $599,177
Oncology: $541,666
Gastroenterology: $562,000
Cardiology/non-inv.: $536,658
Radiology: $533,173
Urology: $529,375
Dermatology: $514,000
General surgery: $470,261
Anesthesiology: $467,833
Intensivist: $458,983
Ophthalmology: $425,000
**Pathology:** $409,528
Emergency medicine: $394,789
Neonatology: $390,000
Obstetrics/gynecology: $378,981
Neurology: $357,000
Psychiatry: $347,667
Hospitalist: $313,000
Internal medicine: $289,971
Family practice: $276,070
# Salaries Are on the Rise

5 years of experience? Add $25,000-$50,000 to 1st-year numbers.

<table>
<thead>
<tr>
<th>Category</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academics</strong></td>
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</tr>
<tr>
<td>• Assistant Professors</td>
<td>$230-240,000</td>
</tr>
<tr>
<td><strong>First year sub-Specialists (GI, GU, HP)</strong></td>
<td></td>
</tr>
<tr>
<td>• $275-$300,000+</td>
<td></td>
</tr>
<tr>
<td>• Highest = $350,000 (CA; first-year GI-Pathologist)</td>
<td></td>
</tr>
<tr>
<td><strong>Dermatopathologists</strong></td>
<td></td>
</tr>
<tr>
<td>• $325-350,000</td>
<td></td>
</tr>
<tr>
<td><strong>General SP w/ 1 fellowship</strong></td>
<td></td>
</tr>
<tr>
<td>• $250-$275,000</td>
<td></td>
</tr>
<tr>
<td><strong>Experienced AP director</strong></td>
<td></td>
</tr>
<tr>
<td>• $400,000</td>
<td></td>
</tr>
<tr>
<td><strong>CP Only</strong></td>
<td></td>
</tr>
<tr>
<td>• $300,000</td>
<td></td>
</tr>
</tbody>
</table>
Benefits

• Relocation
• C.M.E. Allowance
• Defined bonus or incentive program
• Robust retirement plan
• Defined time off and call schedule
• Paid Health insurance
• Signing bonus
• Student loan repayment program
• Defined partnership track w/ a plan of action
Methods for Compensating Pathologists

- 41% Salary only
- 27% Salary plus bonus
- 26% Salary plus profit sharing/pool
- 7% Other (please specify)

Source: 2021 CAP Practice Leader Survey Report
Step 7:

Market Yourself Well
Google Yourself

Check social media.

Is this what you want to portray?

Employers will be looking.
The CV Matters
CV tips

• Explain “missing years”
• 12 pt. font
• Plain white, high-quality paper
• Have various versions
  o Commercial
  o Academic / Research
  o Private sector
CV Tips, cont’d

- Don’t add birthday or SSN
- No personal photos
- Have someone else proofread (after you spell-check)
  - “Ground-rounds”
- Write it ahead of time
  - Some of it requires research
About cover letters

• Always include it with your CV
• Customize it for each job opportunity
• Include additional information about you, your goals
• Detail out special skills and / or interests
• Consider adding 5-year career goal statement
Candidates:
Interview to WIN
In-person or virtual...

- Dress to impress
- Think conservatively
- Make eye contact
Every interview: Your 3 main points

I can do the job.

Here is why I can do the job.

I want the job.
Step 1: Establish Your Interview Strategy

Fire on all cylinders for the job you want
Your First Interaction

That’s when the interview starts.
Your Interview Schedule Matters

Prepare
- Prepare for each interview like you want the job

Schedule
- Schedule your first job interview last
- Schedule the second job interview next
- Schedule the third job interview first

Prioritize
- Prioritize your top 3 jobs
Stand Out

- Treat each person respectfully
- Prepare a list of questions
- Be yourself
- Make the entire visit count
- Expect to be tested!
- If you want the job, tell them
- Immediately send a tailored thank you email
In-Person Interviews: The Benefits

- Body language
- Improved communication
- Fewer interruptions
- Streamlined process
- Observe clinical and business sides of the practice
The Interview: What NOT to Do

1. Don’t talk about religion/politics
2. Don’t bring your significant other to the actual interview
3. Don’t drink too much at dinner
4. Don’t assume you have the job
5. Don’t be late
6. Don’t forget about your personal hygiene
The Question:

What are your financial expectations?

Do NOT give a number. It puts you into a corner.
"How are individuals at my level of expertise being compensated? My expectation is to be compensated accordingly."
In summary

1. Understand the current job landscape
2. Establish your search strategy
3. Nail the interview
Resources

• Practice Management Resources
  o https://www.cap.org/member-resources/practice-management

• Value-Based Business Toolkits

• Strong Job Market for Pathologists

• 10 Tips for Finding a Job on a J-1 Visa
  o https://www.cap.org/member-resources/articles/10-tips-for-finding-a-job-on-a-j-1-visa

• Santé Consulting: Salaries Rise Amidst the Pathology Job Market Imbalance
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