

CHIEF OPERATING OFFICER



OUTpatients
The UK's LGBTIQ+ Cancer Charity

Hello!

Thank you for your interest in joining OUTpatients as our Chief Operating Officer.

OUTpatients began in 2020 with a simple but powerful idea: that no LGBTIQ+ person affected by cancer should have to navigate their diagnosis and treatment without being seen, understood and supported. Born from lived experience, we've grown into the UK's LGBTIQ+ cancer charity, proudly led by and for the community we serve, working alongside NHS organisations, cancer charities, researchers and patients to make cancer care more inclusive.

We've made great progress against our strategy, but the scale of the challenge ahead means we now need to grow, and grow sustainably. You'll find the full case for that later in this pack, but in short: demand for our work keeps outstripping our capacity to deliver it, and we're determined to meet that need rather than be limited by it.

To lead that growth, we're building a Senior Leadership Team around our CEO for the first time in our history, three new roles working together to turn our ambitions into lasting change. We're looking for a Chief Operating Officer who wants to help shape that team, and this next chapter, from the ground up.

As our Chief Operating Officer, you'll be the person who turns that ambition into reality day to day. You'll lead a team of six, take ownership of our finances, risk and governance, and build the operational backbone that lets a small, fast-growing charity deliver safely and sustainably at a much larger scale. It's a role with real autonomy and real trust, including deputising for our CEO when needed, and one where the systems and structures you put in place will shape how many more LGBTIQ+ people affected by cancer we're able to reach.

We hope this new role will inspire someone who wants to make a real difference to our organisation and our beneficiaries, enabling us to make a lasting difference in inclusive cancer care.

Thank you again for your interest. We look forward to learning more about what you can bring to this important role and to the next phase of OUTpatients' development.

Stewart O'Callaghan
Chief Executive

Andrew Berrie
Chair

About Us

Who we are

We are OUTpatients, the UK's LGBTIQ+ cancer charity. Proudly led by and for our community, we are here to shake up the system, advocate for equity, and stand up for every LGBTIQ+ person affected by cancer.

Our passion to support others is born out of personal experience; we understand what it's like to not see yourself reflected in the services you use, and feel like you are left in the margins at a time when you most need personalised support. That is why we host peer support, educate healthcare professionals, and help to shape national policy so that nobody has to go through cancer alone.

Why do LGBTIQ+ people need a cancer charity?

LGBTIQ+ people face barriers at every stage of the cancer pathway: from diagnosis, to treatment, to psychosocial support. The result is that LGBTIQ+ people still have worse experiences and outcomes following a cancer diagnosis. As a community we face three key barriers:

- **Information:** There is a lack of information about cancer designed by and for LGBTIQ+ communities. This leads to a lack of knowledge about cancer risk and screening, and makes it harder for LGBTIQ+ people with cancer to access information and support that meets their needs.
- **Interpersonal:** LGBTIQ+ people often face negative experiences in healthcare settings, leading to medical avoidance, mistrust, and lower uptake of life-saving screenings. A lack of LGBTIQ+-specific support leaves people isolated, with partners and support networks often excluded by assumptions of heterosexuality and cisgender identity.
- **Systemic:** NHS systems are not built with the LGBTIQ+ people in mind. This makes it hard to record and share information about LGBTIQ+ identity, and creates barriers to access in screening pathways. Poor data collection and research makes it difficult to see where care and services could be improved for our community, and makes it difficult to identify how best to deliver personalised care.

What we do

OUTpatients exists to tackle these barriers across the cancer pathway, and provide a safe space for all LGBTIQ+ people at any stage of their cancer journey. We do this currently by:

- Providing education sessions to professionals, industry, and third sector organisations about LGBTIQ+ inclusive cancer care
- Offering peer support services to LGBTIQ+ people living with or beyond cancer, as well as to their partners and carers
- Developing bespoke campaigns and resources for our community, and influencing policy from the local to national level by engaging with professional bodies, the NHS and government.
- Co-creating information, guidelines and best practice recommendations with expert partners

Our Strategy

Our vision is for a future where LGBTIQ+ people feel included and supported on their cancer journey. From cancer screening, through treatment, and beyond all patients will experience equity in their cancer experience and outcomes.

In 2025, we published our strategy: Improving the lives of LGBTIQ+ people overlooked and underserved in cancer care; outlining the steps we'll take over the next five years to realise a cancer service that understands and actively works to improve safety, experiences and outcomes for our community.

Our strategy is built around three core touchpoints:

- Removing barriers to screening for LGBTIQ+ people
- Improving LGBTIQ+ patients' outcomes and experiences
- Improving the support available for LGBTIQ+ people



We've made great progress against our strategy, but the scale of the challenge means significant growth still lies ahead. Demand keeps outstripping capacity and the need for our support is stark: LGB+ people remain more likely to die of their cancer than heterosexual people, even in good health, while several long-standing LGBTIQ+ and health organisations around us have closed or scaled back.

We're approaching that growth in three stages:

- **Maintain and strengthen:** sharpening the services we already deliver, deepening our relationships with the clinicians, patients and organisations we work with, and making sure our current work is as effective as it can be.
- **Expansion:** reaching new places, professions and platforms with our education and resources, and diversifying how we fund our work so we're not reliant on any single source.
- **Transformation:** building the partnerships, major donor relationships and new income streams that will put OUTpatients on a sustainable footing for the long term.

To deliver this, we're building a senior leadership team alongside our CEO for the first time. We're recruiting a Chief Operations Officer, a Head of Fundraising and Business Development and a Chief Medical Officer. Together, this team will lead our sustainability, growth and resilience whilst freeing up the rest of our staff to focus on what matters most: the LGBTIQ+ people we exist to support.

The position

Chief Operating Officer (COO)

Salary	£45,000
Hours	35 hours per week
Location	London / Hybrid
Contract	3-year fixed contract
	See Terms & Benefits section for further information.

Reporting to:	Chief Executive Officer (CEO)
Direct reports:	Education & Policy Manager, Education Officer, Communications & Public Affairs Manager, Community & Volunteer Manager, Engagement Lead, Peer Support Lead.
Key relationships:	Head of Fundraising & Business Development, Chief Medical Officer (CMO)

Purpose

The Chief Operating Officer is one of three new senior leadership roles we're creating alongside our CEO, the first time OUTpatients has built a leadership team of this kind. It's a genuine opportunity to shape how a fast-growing charity operates, not simply maintain what already exists.

You'll be the CEO's key partner in turning our five-year strategy into a well-run, sustainable organisation: leading a team of six, taking ownership of our finances, risk and governance, and building the systems and structures that let our small, passionate team deliver more, safely and well.

Working closely with our incoming Head of Fundraising & Business Development and Chief Medical Officer, and deputising for the CEO when needed, your work will directly shape how many more LGBTIQ+ people affected by cancer we're able to reach.

Key responsibilities

Operational leadership & Service delivery (60%)

- **Manage operations**, overseeing day-to-day delivery of our programmes, products, services and production of our information and communications. Developing and implement planning processes and performance management tools to ensure effective delivery of goals.
- **Team leadership:** Line manage direct reports effectively, setting clear objectives, providing regular supervision and supporting development and high performance.
- **Implement business systems, structures and processes** to improve efficiency, enhance quality and maximise charitable impact.
- **Lead responsibility for IT infrastructure:** CRM systems, website platforms and relationships with external technology providers.

Financial Management (10%)

- Working with the CEO, **prepare annual budgets** for approval of the OUTpatients Board and quarterly re-forecasts throughout the year.
- **Maintain financial oversight:** Monitoring income and expenditure against the annual budget, managing cash flow and ensuring robust financial controls.
- Working with the Head of Fundraising & Business Development to **support the implementation and reporting of restricted grant funds.**
- **Support the management of our banking and payroll using Xero.**

Risk Management (10%)

- **Lead the organisational risk register:** Assigning risk owners, monitoring controls and ensuring concerns and overdue actions are escalated promptly. Taking responsibility for the update of operational policies and processes as the workplace grows.
- **Monitor, update and ensure compliance with organisational policies and legal requirements.** Ensuring compliance responsibilities have named owners, appropriate specialist advice including our CMO and Head of Fundraising & Business Development, and a clear reporting timetable.
- **Actively promote a culture in which safeguarding is everyone's responsibility** and ensure concerns are managed and escalated

Strategic leadership and business planning (20%)

- Working with the CEO, translate multi-year strategic aims into **clear, trackable annual operating plans.**
- Partner with the CEO and Head of Fundraising & Business Development to **design the business development strategy**, providing service performance input and ensuring operational readiness to deliver on new funding streams and growth targets.
- **Deputise for the CEO as required** at external public events, meetings with partners and funders, Board or policy network meetings.

What success looks like

In your first three months, you'll focus on getting to know the organisation: our people, our systems, our finances, and the six colleagues who'll report to you. By the end of this period, we'd expect a staff management approach and a set of staff wellbeing measures to be in place, giving the team clarity on how they're supported and led, and giving you a solid foundation to build from.

By month six, you should have run your first full budget cycle, reviewing, reporting and forecasting alongside the CEO, bringing rigour to how we track income and expenditure. You'll also be working closely with our incoming Head of Fundraising & Business Development to shape our business development strategy, so that by this point its implementation is genuinely underway rather than still on paper.

By month nine, we'd expect that strategy to be delivering results: the first new product or fundraising pathway developed jointly with the Head of Fundraising & Business Development should be live, and reporting on our operations and compliance should be running as a matter of course rather than something you have to chase.

By the end of your first year, you should have completed a review of staff wellbeing and change management, reflecting on what's worked and what needs to adapt as we grow. We'd also expect to see this reflected in our staff retention and satisfaction survey, scoring at or above the sector norms we benchmark against, alongside evidence that whenever you've deputised for the CEO, whether at Board, funder or partner meetings, continuity has been maintained without disruption. Across the year as a whole, we'd expect our budgets to be managed effectively, without significant variance or overspend, and our business development plan delivered without major barriers or delay.

Person specification

Knowledge

- **Robust knowledge of Charity Commission regulations** and legal requirements for Small Charity CIOs.
- Sound knowledge of adult safeguarding and **risk management**.

Experience

- **Significant experience in a senior operations or organisational leadership role**, with evidence of improving governance, systems, people management and organisational resilience.
- **Experience managing people in small, agile organisations**.
- **Direct experience of financial management**: Setting budgets, tracking cashflow and financial reporting.
- **Experience overseeing digital systems, suppliers and operational processes**, including information security and business continuity arrangements.

Skills

- **Ability to translate strategy into a realistic delivery plan**, prioritise competing demands and lead change within constrained resources.
- **Ability to create clarity, structure and effective processes** across multiple workstreams.
- **Highly developed project management skills** and familiarisation with project management methodologies and tools.
- **Strong analytical skills**: Confident to interpret financial data, operational metrics, and qualitative feedback to evaluate service impact, mitigate risks, and drive informed decision-making.
- **Strong written, verbal and facilitation skills**: Possessing an ability to tailor communications for a range of internal and external audiences.
- **Confident public speaker and organisational representative**: Holding an ability to communicate with clarity, compassion and impact, ensuring messages inspire action.

Leadership style

- **Leads collectively**: Takes collective responsibility for OUTpatients' success as a member of the Senior Leadership Team.
- **Works collaboratively**: Builds trusting relationships, values different perspectives and contributes positively to a collegiate leadership culture.
- **Translates ambition**: Sets high but realistic expectations and turns strategic ambition into action and measurable impact.
- **Embraces challenge**: Is willing to question assumptions, have difficult conversations and make challenging decisions, while actively welcoming challenge from others.
- **Empowers and holds accountable**: Gives colleagues clarity, autonomy and support while maintaining appropriate accountability for delivery and outcomes
- **Leads inclusively**: Creates an environment where people feel valued, heard and able to contribute and challenge. Different perspectives and experiences are actively valued.

- **Evidence-informed and grounded in lived experience:** Uses data, research, professional expertise and lived experience to inform decisions and challenge assumptions. Can weigh different sources of evidence thoughtfully and translate insight into practical action.

Personal qualities

- **Mission-driven:** Deeply motivated by OUTpatients' purpose and committed to improving the experiences and outcomes of LGBTIQ+ people affected by cancer.
- **Integrity and authenticity:** Acts with honesty, integrity and professionalism, takes personal responsibility for their commitments and brings authenticity to their relationships with colleagues, partners and communities.
- **Emotionally intelligent:** Self-aware, empathetic and attentive to the impact they have on others, with the ability to build trust and navigate sensitive or challenging situations with care.
- **Curious and open-minded:** Brings curiosity, humility and a genuine willingness to learn, listen and change their perspective when new information or experiences challenge their assumptions.
- **Resourceful and resilient:** Positive, solutions-oriented and able to maintain momentum and perspective when faced with ambiguity, setbacks or competing demands.
- **Self-directed:** Highly self-motivated and comfortable taking initiative, working with autonomy and exercising sound judgement while knowing when to seek input or support.

Terms and benefits

Contract and salary

This role is offered on a full-time, 3-year fixed term contract. Continuation subject to funding.
Salary is offered at £45,000.

Pension

OUTpatients contributes 3%.

Annual leave

We offer all of our full-time staff 25 days annual leave plus bank holidays.

Location and working arrangements

OUTpatients works on a hybrid basis in line with our flexible working principles.

This role requires an initial commitment of two to three days per week in the office in Dalston, East London to facilitate onboarding, build relationships across the team and connect with key stakeholders.

Thereafter we invite our staff to work flexibly between their home and our office as part of an agreed schedule with the CEO. We encourage staff to work from the office at least twice a week.

Full-time employees work a 35-hour week and core hours of 10:00 – 16:00.

Part-time employees are requested to work in full or half-day blocks during core hours.

Benefits

We offer additional time off between Christmas Day and New Year's Day.

Our jobs include an annual salary increase (subject to performance)

We provide training options to support you in your role.

We organise at least two staff socials and outings each year.

Equity, diversity & inclusion

Working at OUTpatients

OUTpatients aspires to be representative of the communities we serve at all levels across the organisation.

We each commit to being advocates and stewards of our values at all times. We champion a culture of diversity and inclusion, and work to ensure every employee feels they belong.

We understand that we each need to take responsibility for contributing to positive outcomes, to build a healthy culture; enabling OUTpatients to be a great place to work, and ultimately, better serve our beneficiaries.

Our recruitment process

OUTpatients is committed to running an inclusive, equitable and accessible recruitment process that genuinely reflects the diversity of the communities we work with and support.

Our work brings together people from different identities, cultural backgrounds, faith traditions, and socioeconomic experiences, and we believe leadership is best when it mirrors this breadth.

We welcome applications from people with lived experience of living with cancer, belonging to the LGBTIQ+ community and from groups historically underrepresented in leadership roles. We recognise the value that comes from people whose perspectives are shaped by real-life experience of the issues at the heart of our mission.

Equity is central to our work, and this extends to recruitment. We work to remove barriers, ensuring fair access to opportunities through transparent processes, reasonable adjustments, and supportive engagement at every stage. We want all candidates to feel able to participate fully, whatever their background or access needs.