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EXECUTIVE SEARCH
AND CONSULTING



Chief Executive Officer

AB0601R
January 2025

Managing Director

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Welcome from Daniel Collis, President



Dear Candidate,

I am delighted that you have expressed an interest in applying to be the next Chief Executive of the Institute of Osteopathy. I hope this candidate brief gives you all the information you need about the requirements of this role. You can also find more information about us on our website: [Institute of Osteopathy | Osteopathy for Health](#).

The organisation has flourished over the last decade, with member numbers up by some 12%, and income doubling in this period. In tandem, the profession has grown in terms of public and professional awareness, as well as patient demand in line with its vision.

We are now looking for our next Chief Executive Officer to build on the excellent work of the current post holder, who is retiring later on this year. We are looking for an influential, passionate and committed CEO to lead our professional and enthusiastic team here at the iO and to support the Council with information and advice on the strategic direction of the Institute. You will need experience of building strong working relationships with a wide range of complex stakeholders. An ability to lead a high performing Leadership Team. Your key responsibility is to ensure that the strategic goals and operational plans of the iO are delivered, consistent with the organisation's vision and mission.

If this is a role that interests you, we would very much like to receive your application. You can find all the details on how to apply in this brief. If you have any further questions about the role once you have read this candidate brief please contact Thewlis Graham on 0207 850 4781 or email: applications@thewlisgraham.com for a confidential conversation with Sarah Thewlis.

Yours sincerely

Daniel Collis
President

About The Institute of Osteopathy

The Institute of Osteopathy (iO) is the professional membership body representing UK Osteopathy. Our membership consists of nearly three-quarters of UK registered osteopaths and two-thirds of the current student body across the UK. Central to the iO's purpose is the support of our members. We provide a range of services, resources and best practice advice in clinical development, business practice and engagement opportunities, that support our members to provide high-quality healthcare services.

Osteopaths are highly trained, statutory regulated healthcare professionals who are known for their expertise in the evaluation, diagnosis and management of the entire musculoskeletal system and its relationship with other systems in the body. Osteopaths believe everyone can benefit from a tailored, whole-person approach to health and provide a package of care which involves manual therapy, together with exercises and health advice.

Over 30,000 people every day visit an osteopath suffering from a variety of conditions including neck or back pain, joint or muscular pain, sports injuries, recurring headaches and more. Patient groups include but are not limited to pregnant mothers, unsettled children, or those with work strain, or pain and stiffness related to advancing years.

The Institute of Osteopathy (iO) represents the profession with the statutory regulator GOsC, NHS England and other key stakeholders, working closely with the profession's main institutions in education and research, local and national practitioner groups. The iO has a membership of 3,600, around 70% of UK based regulated osteopaths. Over 90% of the profession work in small to medium private practices, with an estimated 8-10% working in the NHS or major private providers to the NHS. The iO is also strongly engaged with the profession internationally, with board representation on the European and global umbrella bodies for osteopathic professional associations.

Our Mission

We support, unite, develop and promote the osteopathic profession, for the improvement of patient care.

Our Vision

To see osteopathy grow and thrive – universally recognised and accessible to all.



Our Strategic Plan

Our current Five Year Strategic Plan 2023–28 lays out the strategic objectives and planned actions around growing the osteopathic workforce and the new Strategic Themes will be to:

- i. Grow access to education by opening up student recruitment outside of the concentration in the South and West of the UK.
- ii. Support and develop the business model for independent practice to lower practitioner isolation, improve practices business and management skills, and provide more career choice and opportunities for personal development.
- iii. Strengthen the profession's identity, develop a career development framework for practitioners, and develop an overall Workforce and Education Strategic Plan, which will provide clarity around career development opportunities and thereby support recruitment and retention.

Over the next five years we therefore look to:

- i. Continue to grow iO membership as we develop more services.
- ii. Develop opportunities for new schools for preregistration training.
- iii. See higher student volumes and improve retention of practitioners in the workforce.
- iv. Implement a profession wide, practical and respected professional development framework which knits together the opportunities across the breadth of career and clinical choice.
- v. Grow public understanding of osteopaths.
- vi. Grow professional recognition of osteopaths with expanded AHP status and more collaboration with NHS and other professions.

We will require and will apply additional matched funding from the Osteopathic Foundation. This will ensure that we have adequate resources to support and enable education development for the profession.

You can also view our latest Annual Report [here](#).



Our Work

Support and representation

Central to the iO's purpose is the support of our members. We provide a range of services, resources and best practice advice in clinical development, business practice and engagement opportunities, that support our members to provide high-quality healthcare services. We actively represent the views of the profession, listening and engaging with members on key issues and developments. The iO team networks extensively with osteopathic groups at both a regional and national level and hosts multiple live and virtual networking events.

Collaboration

We work closely with all Higher Educational Institutions providing osteopathic degrees, post-graduate training providers, the regulator and other key osteopathic stakeholder organisations. The iO holds stewardship of the charity the Osteopathic Foundation, and invests in the National Council of Osteopathic Research.

Engaging with healthcare to improve access

We believe that osteopaths can provide expertise and resource to overstretched NHS services. With these ever-increasing demands in mind, we are working with NHS England to engage NHS trusts, commissioners and other allied healthcare professionals to improve access to care and identify innovative service reforms.

Working in partnership to inform Health

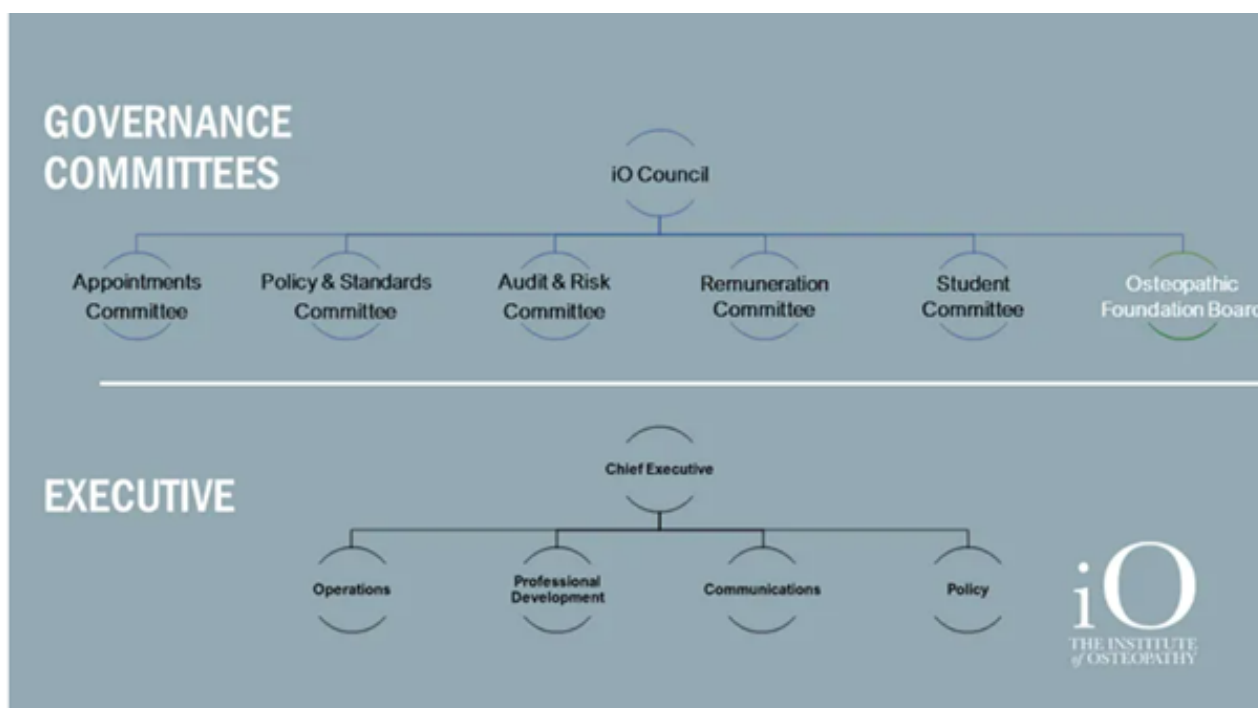
The iO values collaboration and partnership, we work with other healthcare professions, healthcare agencies and patient groups with the aim of improving the health of the public and raising awareness of health-related issues. Our health campaigns encourage osteopaths to inform, educate and discuss key health messages with their patients, as well as directly with members of the public.

Driving development in the profession

The iO facilitates the development of the profession by uniting and collaborating with major osteopathic stakeholders. We coordinate the work of the Osteopathic Development Group (ODG), a forum that brings together all the major educational, regulatory and research osteopathic organisations for the long-term development of the osteopathic profession for the benefit of individual osteopaths, the public and the profession as a whole. We also work with external organisations such as the Council of Deans of Health, the College of Medicine, and the NHS England Workforce, Training and Education Directorate to open up opportunities for the profession.



Our Governance



The iO is governed by a non-executive Council and a series of advisory [committees](#), who set the strategic direction for the organisation and ensure robust process and governance of its operations.

[The Executive](#) is employed to advise Council and the Committees, operate the organisation and deliver the strategic and annual business plans agreed by Council. The iO's Executive team are the management and administrative task force behind the Institute. The members' welfare and the interests of the osteopathic profession in supporting the public's health and wellbeing are at the core of everything they do.

[The Council](#) is responsible for representing the membership's views and interests and setting the strategic direction and budget for the iO. It is made up of six practising osteopaths, voted for by the iO's Membership and three lay members, appointed by Council for their specialist skills. There are also two Council roles reserved for representatives from the education sector, and the Chief Executive as an ex officio member. The term of office is three years, and two consecutive terms may be served. Members are elected or appointed at the Annual General Meeting. The Council meets four times a year and iO Members are welcome to join and observe by prior arrangement.

A cross-professional group of healthcare professionals, the **Policy & Standards Committee** oversees the external relationships of the iO, it reviews the strategies and policies of the Institute to ensure that they are practical and in line with the aims of the iO and the profession.

The Audit and Risk Committee has oversight of the iO's financial performance and operational effectiveness, it ensures that the financial and risk management processes of the iO are robust and effective.

The Remuneration Committee oversees the remuneration of the Executive and works to ensure that reward processes are appropriate and affordable.

The Appointments Committee is an independent panel who ensures appropriate processes and governance in the appointment, election and performance of iO non-executives.

The Student Committee is formed of student representatives from each of the undergraduate institutions providing Osteopathic degrees. They meet to collaborate across the colleges and provide a student voice to the plans and activities of the iO.

The Osteopathic Foundation (the oF) is a charitable trust set up to advance osteopathic practice for the benefit of the public's health. It funds education and research projects and promotes productive relationships both within and outside of the profession. It receives no government funding and relies heavily on donations from the members of the public and the profession.

Job Description and Person Specification of the Chief Executive Officer

| | |
|--------------------|---|
| Job Title | Chief Executive Officer, The Institute of Osteopathy (iO) |
| Job Purpose | <p>The Chief Executive is responsible for providing strategic advice and guidance to iO Council and governance committees and to act as Company Secretary and Secretary to Council.</p> <p>The Chief Executive is responsible for the overall performance of the staff and resources of the organisation in delivering the strategic and operational plans of the iO.</p> |
| Reports to | President |

The Institute of Osteopathy

The iO is the professional body for osteopathy. Our mission is to unite, promote, develop and support the profession of osteopathy for the improvement of UK health and patient care.

Key Responsibilities

Strategic Leadership

- Provide information to and advising Council on the formulation of the strategic and business plans.
- Work with the President and Honorary Officers, chairs and members of Council and Committees to develop the iO's strategic and operational plans, and develop and ensure effective governance.
- Manage and deliver the iO's strategies, translating these into effective and practical business plans and ensuring that they are consistent with the organisations vision and mission.
- Understand the changing context for healthcare, professional education, professional development and the workforce and consider the impact for the profession of osteopathy.

Member engagement, communication and representation

- Engage with the membership and the profession to understand the current issues, future opportunities and concerns and how the iO can support members.
- Ensure that members receive support to deliver high quality patient care and professional development throughout their careers.
- Establish and maintain effective relationships with members and represent their interests in a wide range of external settings, securing influence and negotiating on members' behalf.
- Engage with key stakeholders outside the profession (e.g. kindred medical professions, regulators, government, health providers and insurers, the public), ensuring that effective collaboration is built that supports the iO's vision and mission to develop and support the profession and for the improvement of patient care.
- Support profession towards higher levels of recognition by and accessibility to the public.
- Support iO in playing an influential role in the global osteopathic profession, working with both the European and global umbrella organisations for osteopaths and osteopathic physicians.

Diversity and Inclusion

- Promote Diversity and Inclusion in all working practices, both internally and externally, with appropriate groups and stakeholders.

Governance

- Work with the President to secure appropriate input and support for the iO Council and governance committees to ensure that they can fully discharge their governance, constitutional, employment and legal responsibilities.
- Work with external advisors to ensure that the iO Council has appropriate external professional advice e.g. legal, accounting and investment.
- Ensure that appropriate governance and governance processes are in place, including the appointment and election of Honorary Officers, Council and Committee members and chairs and overseeing regular reviews of these processes.
- Uphold best practice by demonstrating the responsibilities and restrictions detailed in the iO Governance and Staff Handbooks.

Financial and performance

- Manage the organisation's financial health and ensure the appropriate financial planning, controls and monitoring of risks are in place.
- Provide appropriate information to the Institute's Council to enable them to make well-informed decisions on the profession's behalf.
- Work with the Senior Management team to develop operational plans and budgets that in line with the strategy set by the iO, ensuring the organisational objectives and targets are achieved.

Leadership and Team Development

- Lead, develop and manage an executive team aligned with members' needs, and the strategic and operational demands of the organisation and its strategy.
- Lead and develop the strategic and business planning options for Council to consider and approve, working closely with Committees, the Executive, the Presidential team and external stakeholders.
- Provide strong leadership and operational management of the organisation, including the staff team and resources, ensuring high levels of performance in meeting key objectives and delivery of the organisational strategy as approved by the Council.
- Set clear and measurable aims and objectives for all direct line reports and support and develop them with the aim of the Institute being viewed as an employer of choice.

Education and professional development of the profession

- Actively support the workforce and education strategic plan to enable the profession to grow and thrive.
- Ensure that the strategy has clear outputs and appropriate governance and oversight.
- Promote the strategy as part of member engagement and stakeholder engagement.

Person Specification

| Experience, Knowledge and Key Attributes | Essential | Desirable |
|---|-----------|-----------|
| A track record of organisational transformation and profession development through a well-defined strategic vision, drawn up in conjunction with key individuals within the organisation | ✓ | |
| Several years of robust experience in successfully leading and managing people at all levels, working both with an experienced executive team and non-executives. | ✓ | |
| Evidence of delivering objectives through working in partnership with stakeholders and demonstrable evidence of having maintained strong relationships. | ✓ | |
| Financially astute, with a track record of Several years of robust experience in successfully leading and managing people at all levels, working both with an experienced executive team and non-executives. Successful budget and business management. | ✓ | |
| Experience of operational management with a wide span of control including people, technology and systems. | ✓ | |
| Sound experience of supporting and delivering robust governance systems and structures. | ✓ | |
| Experience of being part of or leading the senior management team in a membership organisation. | ✓ | |
| Commitment and passion for the osteopathic profession and empathy and understanding for the people that make up the professional community. | | ✓ |
| Sound evidence of 'thinking outside the box' and a track record of maximising benefits to an organisation and to those who benefit from its input. | ✓ | |

| Experience, Knowledge and Key Attributes | Essential | Desirable |
|---|-----------|-----------|
| <p>Sound understanding of the role and responsibilities of a health professional association, and the relationships between professions and the influencers, coordinators, commissioners, service providers and patients in the health market, to open up recognition for the osteopathic profession.</p> | | ✓ |
| <p>Clear understanding of the current National Health strategy and policies and how those relate to our organisation on a day-to-day basis.</p> | | ✓ |
| <p>A consultative and participative style; knowing when to push and when to pull, and when to make casting vote decisions while communicating effectively with all types of individuals and audiences, both written and spoken, such that effective teams can be built.</p> | ✓ | |
| <p>A natural and effective communicator, including convincing presentation skills, with proven experience of harnessing and managing disparate views and knowing when and how to consult.</p> | ✓ | |
| <p>Competent familiarity with financial and risk management, and governance oversight and assurance, in a membership or related organisation.</p> | ✓ | |
| <p>Efficiency and operational management, candidates will have demonstrated sound judgement in difficult situations and have already made strong influence on resources management both re people/technology/systems and operations.</p> | ✓ | |
| <p>Candidates will need to have enough emotional and intellectual intelligence to relate effectively to experts in their chosen field, demonstrating flexibility in approach as appropriate.</p> | ✓ | |

Salary, Benefits and Location

Salary: £105k per annum.

Location: Flexible location, some remote working with regular requirement for regular face to face meetings in London, across the UK and internationally. iO admin centre is based in Luton where some operational staff work for part of the week.

Benefits: Generous annual leave. Medical insurance from Westfield (cash plan), 10% pension contributions and a death in service benefit.

If you have read all this information and still have a query, for a confidential conversation with Sarah Thewlis, Managing Director of Thewlis Graham Associates, please contact us on 0207 850 4781 or email applications@thewlisgraham.com.

Timeline, Application process and How to apply

Timeline

| Date | Activity |
|------------------------|---|
| 5 February at 4pm | Applications close. |
| W/C 10 and 17 February | Thewlis Graham consultant interviewing of interested candidates – online. |
| 13/14 March | First Interviews with the Institute of Osteopathy (online). |
| 24/25 March | Final Assessments over 2 days in person in London. |
| May 2025 | New CEO starts. |

Application Process

Thewlis Graham Associates will acknowledge all applications. These will be assessed against the criteria in the Roles and Responsibilities sections and Person Specification and the people who best meet these will be invited for interview with Thewlis Graham Associates. These will be held online.

Those candidates not invited to interview will be advised by email.

Longlisted candidates will also be advised by email. After a consultation between the Institute of Osteopathy and Thewlis Graham Associates, a shortlist will be drawn up and shortlisted candidates invited for interview with the recruitment panel. These will be online and in person also. All candidates will be informed of the outcome following this date.

How to Apply

To apply for this position, please complete the three steps below, emailing your documentation to applications@thewlisgraham.com quoting reference ABO601R.

1. Your CV in Word format only.
2. Your covering letter in Word format only, to cover the following points:
 - o Your reasons as to why you would consider yourself suitable for this role, and why you are interested in the role.
 - o Your current remunerations details and notice period and the name, job title, organisation, email address and mobile number of two professional referees. (Please note referees will not be approached without your prior permission).
 - o Please keep the letter to a maximum of three pages in total.
3. Please complete the Diversity Monitoring form, please see link below.

Please ensure that you include your mobile phone number and email address in your application. Do not hesitate to contact Sarah Thewlis on 020 7850 4781 or email sat@thewlisgraham.com if you have any queries. ***If you would prefer to receive this candidate brief in a more accessible format, please contact us.***

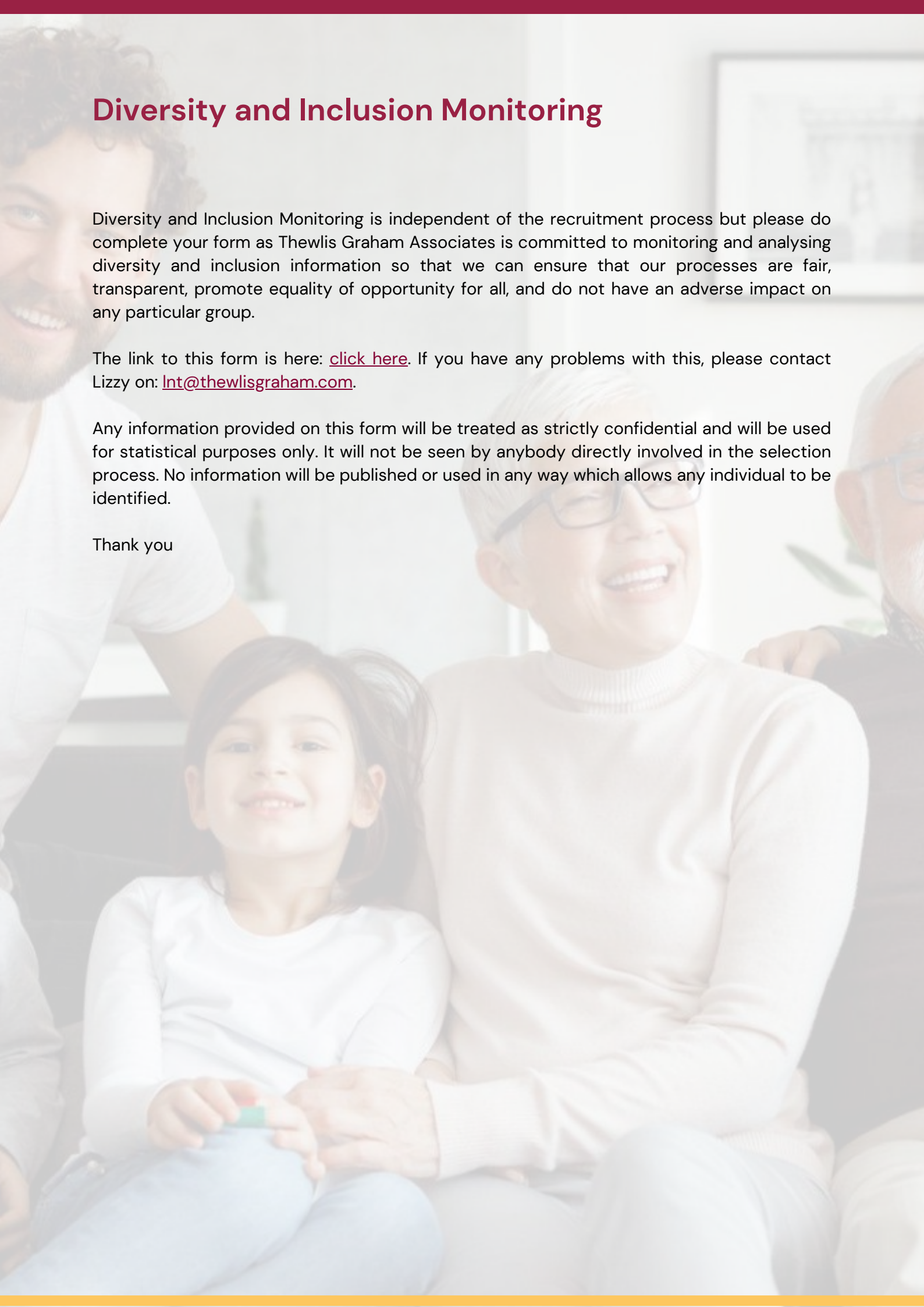
Diversity and Inclusion Monitoring

Diversity and Inclusion Monitoring is independent of the recruitment process but please do complete your form as Thewlis Graham Associates is committed to monitoring and analysing diversity and inclusion information so that we can ensure that our processes are fair, transparent, promote equality of opportunity for all, and do not have an adverse impact on any particular group.

The link to this form is here: [click here](#). If you have any problems with this, please contact Lizzy on: ln@thewlisgraham.com.

Any information provided on this form will be treated as strictly confidential and will be used for statistical purposes only. It will not be seen by anybody directly involved in the selection process. No information will be published or used in any way which allows any individual to be identified.

Thank you



Contact Us

Thewlis Graham Associates

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E. enquiries@thewlisgraham.com

W: <https://www.thewlisgraham.com/>