

All.Can Terms of Reference

1. Who we are

All.Can is an international policy and public engagement initiative focused on driving greater efficiency across the entire cancer care pathway – where efficiency is defined as focusing resources on what matters to patients. We believe that efficient cancer care is a necessary starting point to achieve optimal outcomes for patients and build sustainable cancer care for present and future generations.

All.Can aims to include representatives from all relevant sectors who are committed to improving the efficiency and sustainability of cancer care by focusing resources on patient outcomes. This includes patient and carer representatives, healthcare professionals, health economists, researchers, insurers, providers, policymakers and/or representatives from different private companies involved in healthcare.

For a full list of current All.Can members, see <http://www.all-can.org/members/>.

All.Can international operates at a European level, as well as including Canada and Australia. National All.Can initiatives also exist as independent initiatives in several countries. These are part of the All.Can family but each has its own governance structure. They may use the All.Can branding as long as they agree in writing to adhere to the All.Can international Terms of Reference.

For further information about national All.Can initiatives, see <http://www.all-can.org/national-initiatives/>.

2. Our mission and aims

- a) Put patients at the heart of cancer policy – and make sure that efforts to drive efficiency are always focused on what matters to patients and their families.
- b) Invest in data and systems to help improve efficiency across all aspects of cancer care.
- c) Create accountability – by using data to drive changes in relevant international, European, national and regional policies and legislative/non-legislative frameworks.
- d) Focus political will – to drive the implementation of more efficient practices into cancer planning, policies and practice across all countries, and with the engagement of all relevant stakeholders.
- e) Ensure the sustainability of cancer care – define better solutions for sustainable cancer care and improve patient outcomes in the future.

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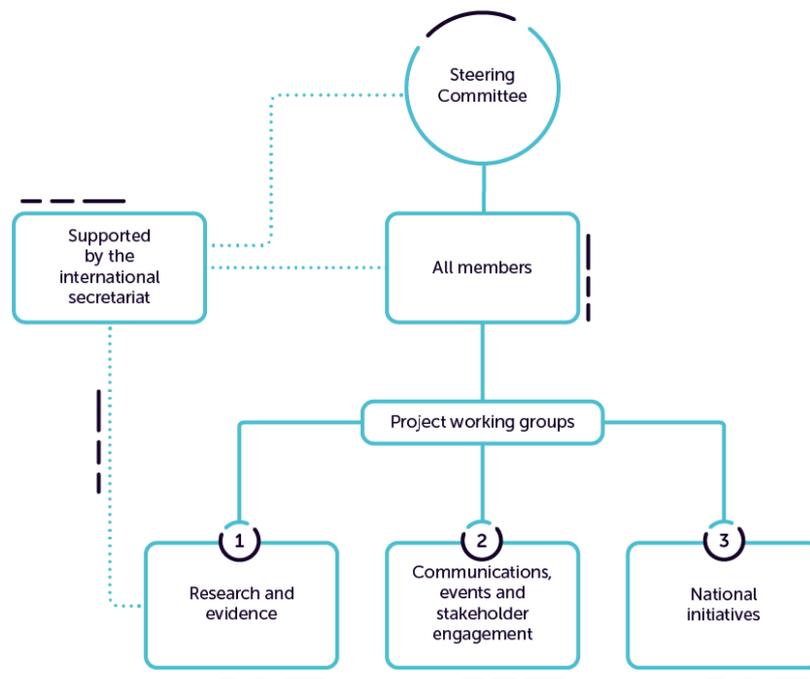
3. Scope of activities

Core activities of All.Can over the course of 2018 include the following:

- **Research and evidence gathering** – including the All.Can patient survey on waste and inefficiency in cancer care; the ICHOM–All.Can Improving Value in Cancer Care study; and a white paper looking at the role of data in driving efficiency in cancer care.
- **Communications and dissemination activities** – including peer-reviewed publications, multi-stakeholder events at key oncology and policy congresses, and ongoing social media and communications efforts.
- **Policy engagement** – at the international, European and national level, and through national All.Can initiatives established in Australia, Germany, Poland, Sweden and the UK, with many more in development.
- **Member and stakeholder engagement** – to broaden the reach of All.Can, expand membership, diversify funding sources and explore synergies and scope for collaboration with other key oncology organisations.

4. Our governance

We have in place robust governance arrangements which guarantee the independence and multi-stakeholder engagement in our decision-making processes. The overarching governance structure is depicted below, and the role of each group is described in more detail thereafter.



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Members:

All.Can is led by its members. Members are responsible for all major decisions linked to the overall strategic plan for All.Can, its scope of activities, governance and approval of new members.

Members include:

- **General members:** This includes all non-profit organisations or individuals wishing to contribute to All.Can's programme of activities (referred to hereafter as 'members').
- **Funding partners:** This includes for-profit companies that are members of All.Can, however also contribute to it financially or in kind (referred to hereafter as 'funding partners').

For further information about principles of membership and funding, see [section 5](#) and [section 6](#), respectively.

All members meet on a biannual basis. One of these meetings is the annual general meeting (AGM) where they vote for the Steering Committee members and approve the strategic plan for the forthcoming year.

Steering Committee:

The executive function of All.Can is performed by a Steering Committee. This group establishes and oversees the strategic direction of All.Can, ensures the budget is being spent appropriately to achieve its stated goals, and reviews quarterly reports from the secretariat.

The Steering Committee meets on a six-weekly basis, with three face-to-face meetings over the course of the year.

Members of the Steering Committee are elected by majority vote by all members at the AGM, for a one-year term. There is no limit to the number of consecutive terms someone can sit on the Steering Committee.

The Steering Committee consists of eight (8) members, plus one representative of the secretariat in an 'ex officio' (non-voting) role.

Any member of All.Can can be nominated (or nominate themselves) to be part of the Steering Committee. However, the ultimate composition of the Steering Committee must include:

- at least one representative from patient advocacy
- at least one healthcare professional
- at least one representative from research
- at least one funding partner (i.e. representative from the private sector).

Should more than one funding partner be elected to the Steering Committee, they will collectively only have one vote on the Steering Committee.

Steering Committee members are elected for a one-year term, which can be renewed if they are voted in again.

Current members of the Steering Committee are listed [here](#).

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Secretariat:

Both the Steering Committee and members are supported by a secretariat, which performs the operational function of All.Can. Its mandate is set on an annual basis and is reviewed on a biannual basis by all members. It presents quarterly reports of activities, outcomes and finances to the Steering Committee members.

The secretariat is currently provided by The Health Policy Partnership Ltd, an independent health policy research consultancy (www.healthpolicypartnership.com).

Working groups:

To ensure effective execution of the All.Can programme, All.Can is organised into working groups created on a needs basis to match the All.Can programme of activities. All members are invited to join the working group of their choice. Each Steering Committee member must play a leadership role on at least one of the working groups.

Current working groups include:

- Research and evidence
- Communications, events and stakeholder engagement
- National initiatives.

Members of each working group are listed [here](#).

5. Principles of membership

Membership of All.Can is open to any key stakeholder who:

- shares the vision and goals of the initiative
- agrees to observe these Terms of Reference
- is interested and able to take an active and constructive role in the initiative.

Any member of All.Can may propose suitable candidates for membership to other members for their consideration and approval.

All interested new members must sign a [Membership Application Form](#), which includes a declaration of interests. New members are approved by the entire All.Can membership by majority vote.

If a member no longer wishes to be considered part of the group, they are free to leave at any time – but are asked to notify the secretariat of their decision in writing.

All members enjoy the same benefits, which include the following:

- Invitation to join any of the All.Can working groups and contribute to the development of the All.Can programme
- Invitation to be nominated to the Steering Committee (respecting its multi-stakeholder composition, as described above)
- Invitation to co-author key research outputs (subject to [All.Can rules of authorship and editorial control](#))

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- Inclusion of organisational logo on All.Can website and all official outputs
- Receipt of monthly internal newsletter with All.Can updates
- Invitation to two face-to-face meetings per year with all members (one of which is the AGM)
- Voting rights on AGM, respecting a one-member one-vote rule.

All members provide their time to All.Can on a volunteer basis and cannot be remunerated for their participation in any All.Can activities – including speaking or moderating at All.Can events. However, the secretariat may reimburse any reasonable expenses incurred by members e.g. for participating in face-to-face meetings – in accordance with the strictest compliance codes of the different funding companies represented in All.Can.

Also, members whose organisations contribute substantially to the delivery of specific projects may be remunerated for their time (please see [section 9](#)).

6. Principles of funding

All.Can is funded by several funding partners, who provide a given amount on an annual basis to the secretariat to perform a set of agreed All.Can activities. Each funding partner is requested to sign a Funding Agreement with the secretariat that reflects the principles contained in these Terms of Reference.

Funding is provided via sponsorship of the entire initiative. Project-specific funding is not permissible. Provision of funding of the international initiative does not include/allow participation in any of the national All.Can initiatives.

Funding partners are integral members of All.Can and have the same rights as other members, including one voting seat on the Steering Committee. They may also be invited to nominate speakers for events or provide quotes for inclusion in All.Can materials. However, speaker slot selection and the selection of quotes to go on All.Can materials must always be approved by the Steering Committee.

Funding tiers:

To ensure transparency, all funding partners are listed in All.Can materials, including its website, according to the level of funding they have given to the initiative, namely:

- Main sponsor: > €300,000 per year
- Sponsor: €80,000
- Contributor: €30,000
- Knowledge partner: smaller for-profit entity that cannot contribute financially, but provides in-kind contribution.

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7. Independence

All.Can has been established for educational purposes and not to promote or endorse the individual treatments or medicines of any of its funding partners – either directly or indirectly.

8. Consensus and editorial control

All outputs of All.Can aim to accurately represent a consensus among all members.

Members of the Research and evidence working group, and/or the Communications, events and stakeholder engagement working group, as appropriate, will be asked to offer comments and proposed edits to all major materials from All.Can (e.g. reports, communication materials, publications etc). Ultimate editorial control and final sign-off of programme materials rests with the Steering Committee.

Our full editorial policy may be found [here](#).

In order to ensure adherence to industry standards, each funding partner must submit all major outputs (e.g. policy reports) which All.Can has produced, to an internal legal and compliance review. The comments received from this review will be considered alongside the comments received from all other members for all materials produced by the programme.

9. Project work

Each working group will agree to a set work plan, which may consist of a number of specific projects. Each project should be accompanied by a clear project brief, including objectives, proposed approach, outputs, timelines and budgets – which should be drafted by the secretariat and approved by the relevant working group.

The secretariat is entitled to select the most suitable subcontractors to perform a given project. These may include members of All.Can. However, members must contribute some activities to the given project pro bono.

For projects where fees exceed €60,000, the secretariat will solicit proposals from at least three suppliers to deliver the project. It will submit proposals for consultation to the working group and, in appropriate cases, to the Steering Committee.

Any member who is affiliated to an organisation that is to be involved in delivering a work package will excuse himself or herself from the above decisions.

Any decision to award a project to a particular member will be documented in writing and will include a statement of the reason(s) for the decision.

10. Intellectual property

All intellectual property (IP) rights in the work produced in the development, delivery and support of All.Can shall belong to all members equally. However, as All.Can is not a legal entity, intellectual property is held by The Health Policy Partnership (HPP) on its behalf. HPP will license use of all information on the All.Can website under a Creative Commons Attribution-NonCommercial-

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ShareAlike 4.0 International (CC BY-NC-SA 4.0) licence, allowing any member to use or adapt materials as long as proper acknowledgement of its source (All.Can) is given.

In addition, all members of All.Can, including funding partners, are allowed to use all aspects of programme IP, including all programme materials (such as reports, infographics, or other materials developed) in a manner that is consistent with the aims of the programme.

11. Contact

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