



Changing cancer
care together

Terms of Reference

All.Can

Belgian Chapter



Table of Contents

Introduction.....	4
Mission, Vision and Aims of All.Can Belgium	4
Overall Organisation.....	5
All.Can Board	6
Secretariat	8
All.Can Community	8
Principles of funding.....	8
Projects.....	9
Contact	10



This document is approved and signed by

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Function _____

Organization _____

Date _____

Signature _____

All.Can is a multi-stakeholder platform established to create political and public engagement on the need to improve the efficiency in cancer care. To do this, it focuses on what matters most to patients, and makes sure resources are targeted towards achieving these outcomes. All members contribute their time for free to the initiative, and all publications from the group reflect consensus of the members, who hold full editorial control.

The All.Can Belgium initiative is made possible with financial support from **Bristol-Myers Squibb** and **MSD Belgium**.



The secretariat of All.Can Belgium is provided by **hict**.

Introduction

This document describes the Terms of References of All.Can, a multi-stakeholder platform in Belgium, and connected to the international network of All.Can. The governance and operational model of All.Can Belgium is described in this document. The governance model is designed with the aim of making All.Can Belgium a sustainable and inventive initiative.

Mission, Vision and Aims of All.Can Belgium

The Belgian chapter of All.Can is embedded in the International All.Can initiative aiming to drive greater efficiency and reduce waste across the entire cancer care pathway, leading to better patient outcomes through measurable national and pan-European activities.

In Belgium there is a tension between innovation and the current healthcare system. All.Can Belgium wants to offer an explicit approach aligning those two aspects of healthcare. We will focus on innovative solutions for situations where inefficiencies or waste exist to the benefit of patients and their families. We believe that all stakeholders involved with a certain aspect of innovation in cancer care should gather to mobilize their community and to look for ways to optimally integrate innovations – defined in a broad sense- into the Belgian health care system.

Our mission: All.Can is a multi-stakeholder platform aiming to mobilize the Belgian cancer care community. The mission is to realise relevant, applicable and ambitious projects leading to sustainable, innovative and patient-centered cancer care.

Members of All.Can Belgium include patient and hospital representatives, healthcare professionals, health payers/insurers, industry representatives, health experts and other stakeholders committed to cancer care and sharing the same vision.

Our vision is a seamless integration of innovative technologies in healthcare systems and we believe that this can only be achieved through collaborative efforts from multiple perspectives. By bringing together all relevant perspectives, the All.Can multi-stakeholder group is well placed to identify the issues, develop potential solutions and engage in a discussion to generate change. Our vision will be aligned with new and promising strands in health care strategies such as value-based healthcare “Maximizing the value of care for patients by stimulating innovations and improvements” (M. Porter, 2017).

Our aims:

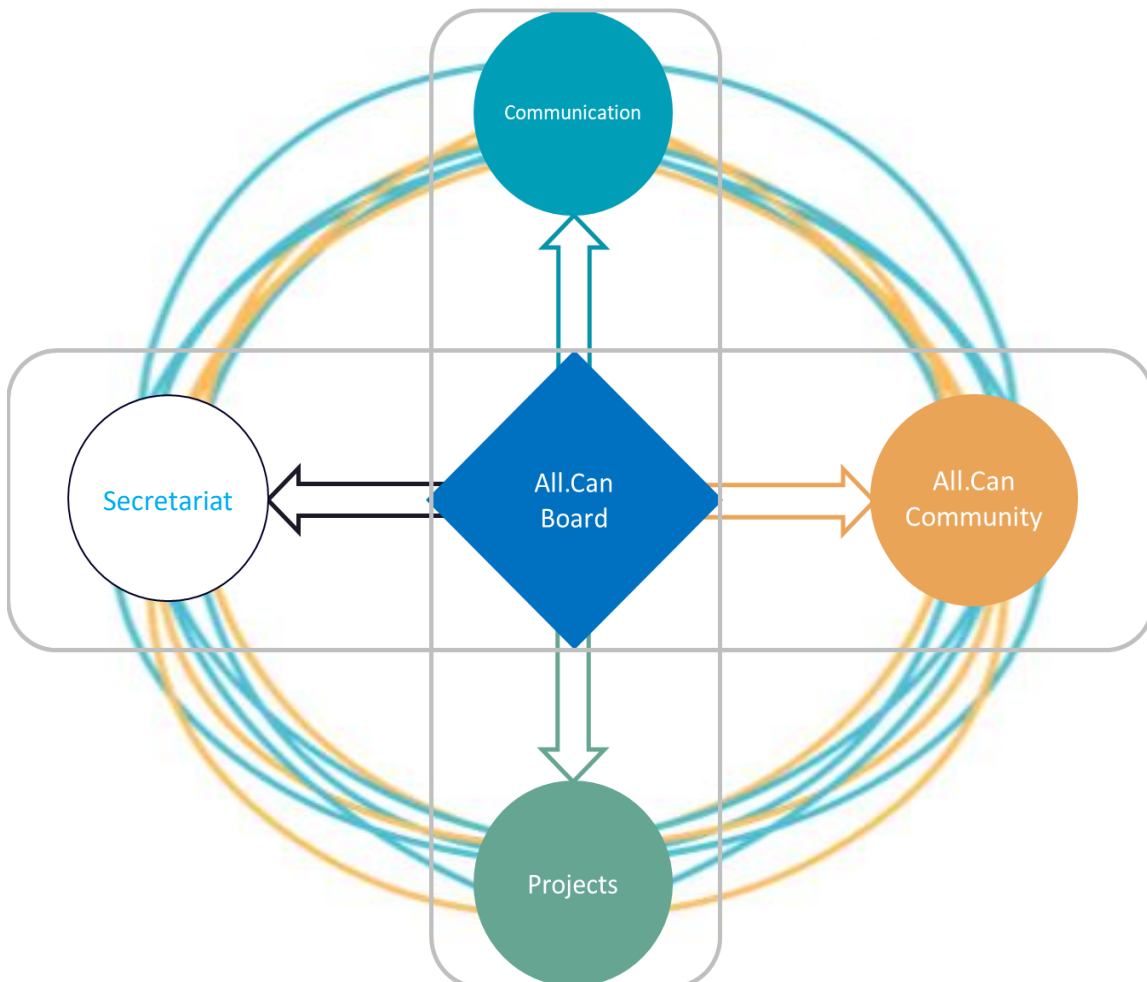
- | Align stakeholders on a joint vision on cancer care and create stakeholder support for this vision
- | Identify inefficiencies and waste related to cancer care, and opportunities for optimisation of cancer care
- | Initiate and realize ambitious projects to deliver upon the vision

- | Propose solutions that contribute to more efficient and innovative cancer care and that show how resources can be optimally deployed along the patient journey
- | Proactively provide input to the policy debate
- | Create societal support for the vision and the solutions proposed

Overall Organisation

All.Can Belgium as a multi-stakeholder platform will need a certain level of organization and governance to manage the operations of the platform. This Governance model is kept very lean, with the needed attention to

- | Cover as much as possible operational processes
- | Enable the stakeholders to deliver the projects
- | Ensure the independent and neutral character of All.Can



To realize this, All.Can Belgium will be led by the **All.Can Board**. The board has a solid, transparent and independent structure with focus on the content of All.Can Belgium and will be supported by a **Secretariat**, who is responsible for the operational and administrative functions of All.Can Belgium. Next to the All.Can Board, an **All.Can Community** will be created where stakeholders with an interest in sustainable and innovative cancer care are welcome to join the All.Can Belgian initiative.

All.Can Board

Composition & roles

The All.Can Board is a High-level platform of thought leaders in the Belgian cancer care community, fostering sustainable integration of innovation in cancer care. It is a unique platform for communication to peers, stakeholders and policymakers, based on All.Can jointly agreed positioning views.

The All.Can Board is responsible for all decisions relating to the scope of activities of All.Can Belgium and approval of new board members. The board members will define, initiate and validate priorities, positions and projects of All.Can Belgium and involve the broader community around the All.Can Belgium vision and related projects. Board members have a strong visibility as All.Can ambassador both nationally as internationally.

In order to preserve the multidisciplinary approach, the board will at least consist of a group of maximum 15 “**board members**” representing the stakeholders of All.Can.¹ The All.Can Board includes a **chairman or 2 co-chairs**, as “*primus inter pares*” between the board members and a **liaison manager** responsible for representation to the International All.Can initiative.

Principles of membership

The chairman/co-chairs and the secretariat, in consultation with the board members, shall ensure, as of launch, the representativeness of the board over the longer term, to enable reaching its objectives. During the start-up phase several parties have indicated their interest to become member of the first All.Can Board.

The board strives to achieve a geographical spread within Belgium between the board members. New board members should fit in the targeted list of healthcare stakeholders, subject to the approval from the existing board. Only one representative per organization can be appointed for board membership.

¹ Patient representatives, Healthcare professionals (specialist, GP, nurse, ...), Hospital representatives, Health insurers, Industry representatives, Government official, Health experts (economist, lawyer, ethicist, ...)

During the start-up phase the initiators or the board will ask specific board members to become the Chairman/co-chairs, or Liaison manager of the first All.Can Board. The Chairman/co-chairs and liaison manager are appointed for a two-year term, with the possibility of one renewal for another two-years' term. They are appointed after a confidential majority vote in the board and in presence of at least 2/3 of the board members.

Members of the board provide their involvement *pro bono* and cannot be paid any fees for their participation in any All.Can activities. Reimbursement of specific costs in relation to projects, events, ... shall be subject to approval by the secretariat and the board of All.Can Belgium

Industry partners will play an active role in All.Can Belgium. They can engage as equal partners in the All.Can Board or become a member of the Community. Membership of pharmaceutical companies of the All.Can Board is subject to limitations (max 20% of the board). Pharmaceutical industry partners can never claim the role of chairman/co-chair or liaison manager. Two partners, the founding & funding partners, have a fixed place in the board.

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

Ways of Working

- | In order to carry out its mission, the All.Can Board will consist of members who enthusiastically advocate and support its activities and who take an active role in the execution of projects;
- | All members of the board are invited to communicate about All.Can and its projects and outcomes;
- | The Chairman/co-chairs and liaison manager must be neutral by giving priorities to the overall objectives of the platform above the individual objectives as a stakeholder representative;
- | There will be a board meeting 3 times a year, as well as possible ad hoc project meetings, subject only to unforeseeable exigencies;
- | The board will discuss the commitment of the stakeholders who do not attend at least half of the regular meetings of the board in any year.
- | In the event that a member no longer wishes to be considered part of the All.Can Board, he or she is free to leave at any time, but is asked to notify the Chairman/co-chairs and Secretariat of their decision in writing²

² For funding partners, this is considered in the light of contractual commitment with the Secretariat

Secretariat

The Secretariat needs to manage Internal Back-Office processes (financials aspects, membership aspects and organization of meetings/activities) as External Back-Office processes (communication channels, marketing). Relating to projects, it provides the initiation document with information about the definition of the project, the timeline and staffing of the projects. The programme manager will be the link between the board and the Secretariat and coordinates from a content perspective the implementation of the All.Can Belgium vision and projects.

All.Can Community

Composition & roles

The robustness of the outcomes from the projects initiated and implemented in the All.Can Board depends on the input that will be sought from the wider cancer care community. As an open initiative, stakeholders with an interest in sustainable and innovative cancer care³, wanting to help lead and affect change, are welcome to become a member of the All.Can Community.

Principles of membership

The All.Can Community is open to all stakeholders who subscribe to the All.Can Belgian vision of sustainable and innovative cancer care, subject to the approval of the existing board.

Members of the All.Can Community:

- | Will be systematically consulted on the All.Can Belgium projects and activities
- | Will be the preferred partner in the execution of certain All.Can Belgium projects
- | Will be invited to All.Can invitation-only events
- | Will be kept informed about the outcome of projects via newsletter and website

Principles of funding

The intent of All.Can has always been to become **funded by multiple stakeholders or sponsors**. By funding, sponsoring companies will guarantee the financial sustainability of All.Can and its projects. The financial needs for All.Can are related to a) the coverage of the general operations of the secretariat, b) the projects and c) the events.

All.Can is financed for these 3 types of activities:

³ Health stakeholders: individuals active in or around cancer care (e.g. healthcare professionals, hospital managers, health insurers, etc), Industry: representatives of pharma or devices companies, Experts: knowledge of a domain related to innovative therapies (e.g. health economists, health lawyers, etc.), Umbrella organizations: representing the interests of health stakeholders, incl. patient organizations

1. The general operations activities will be covered by a **membership fee** funded by several funding entities, who provide a given amount on annual basis;
2. Project funding will be based on **project budgets**, as funded by the project sponsors;
3. Event funding will be based on **event specific budgets**, as funded by the event sponsor.

Bristol-Myers Squibb (BMS) and Merck Sharp & Dohme (MSD) provided the initial impulse for this initiative by facilitating initial discussions among stakeholders to agree on the core focus of these groups. BMS and MSD are founding & funding partners.

Projects

Deliverables

As All.Can has the ambition of developing projects with specific deliverables, a specific approach is defined to deliver these projects. An interactive process is defined to initiate new projects.

The content to be addressed by the All.Can Board will be decided upon by its membership.

The proposed activities for the projects during the startup phase of All.Can Belgium are outlined below:

- | First project of All.Can Belgium (Policy Paper) via dialogue between stakeholders – exploring key issues (second half 2018)
- | Involvement with All.Can International (projects + team) – connect with Belgian participants
- | Launch of All.Can Belgium (externally) – launch event (Q1 2019)

Project team

The different projects have a dedicated project management structure approved by the board and organized around the Project Lead in collaboration with the program manager. Per project, one board member will be appointed as Project Lead. As many as possible board stakeholders should be engaged in the projects of All.Can Belgium and all the members of the board will be expected to offer comments and proposed edits to all major materials from All.can Belgium (e.g. reports, communication materials, publications...).

Where useful, additional staffing can be obtained from members from the Community as well as external project members. Both can participate in specific projects by financial, content, staffing and technological contribution, after board approval.

Parties engaging to the projects will subscribe to the appropriate project charter and the All.Can Belgium Terms of Reference.

Consensus and editorial control



All outputs of the All.Can Board aim to accurately represent a consensus view between all involved members, whereby board members are committed to finding solutions that everyone actively supports, or at least can live with in the best interest of All.Can Belgium. Each individual member of the All.Can Board will have an equal say.

The board takes all decisions in a collective way, including on the identification, execution and validation of project charters and project outputs (except for the election of chair/co-chairs and liaison manager). The board will exercise ultimate editorial control over the project deliverables in case of disagreement and for final sign off purposes.

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