

# All.Can national initiatives

## Best-practice toolkit

Everything you need to know to run  
an All.Can initiative in your country

Version 2 | Nov 2020



All.Can

Changing cancer care together

The international All.Can initiative is made possible with financial support from Bristol Myers Squibb (main sponsor), Roche (major sponsor), MSD and Johnson & Johnson (sponsors), and Baxter and Illumina (contributors), with additional non-financial (in kind) support from Intacare and Goings-On.

# Executive summary

**The All.Can initiative aims to improve efficiency in cancer care by focusing on what matters to patients.**

All.Can was established to create political and public engagement on the need to improve the efficiency of cancer care by focusing on what matters to patients and making sure resources are targeted towards achieving these outcomes.

The All.Can initiative comprises leading representatives from patient organisations, policymakers, healthcare professionals, research and industry. The group aims to identify ways we can optimise the use of our resources in cancer care. This involves examining what system inefficiencies exist, scaling best practices and developing concrete solutions to improve efficiency in cancer care, and implementing concrete policy actions based on these findings.

This toolkit aims to provide guidance to support the launch and success of national All.Can initiatives worldwide. You will find a general introduction to the initiative as well as specific guidance on how to approach a national launch, stakeholder engagement, multi-sponsor funding and communications. The appendices to this toolkit include a list of resources and frequently asked questions about All.Can.

- 01 What is All.Can?
- 02 Launching a national All.Can initiative
- 03 All.Can communications (internal and external)
- 04 Resources
- 05 Checklist
- 06 Appendices  
Frequently asked questions



01

# What is All.Can?



## 01 | What is All.Can?

All.Can is an international multi-stakeholder policy initiative set up to identify ways to improve the efficiency of cancer care by focusing on what matters to patients.

### All.Can ambition

All.Can aims to drive sustainable healthcare solutions for everyone affected by cancer.

## Aims and objectives

All.Can aims to connect cancer experts from all sectors and from all over the world to drive better efficiency across the cancer care pathway by...



### ...ensuring patient-relevant outcomes are at the heart of everything we do

Include patients and their representatives in all aspects of cancer care planning, delivery and evaluation so that we can ensure that we are focusing on what matters to patients.



### ...investing in data to create a continuous cycle of improvement

Use real-world data collection to capture variations in use of care and patient-relevant outcomes. With better links between health information systems and big data analytics, we can guide a continuous cycle of improvement, help target care more effectively, and support technological and service innovation.



### ...installing processes to create accountability across the entire care pathway

Use the measurement of processes and outcomes to allow the systematic identification of inefficiencies in cancer care.



### ...creating political will to focus on better outcomes for patients

Drive efficiency measures and strategic reinvestment across the entire cancer care pathway.

## 01 | What is All.Can?

### What makes All.Can unique?

All.Can is a coalition of diverse stakeholders looking to drive effective change to ensure sustainability of quality cancer care.

- All.Can works with all stakeholders, from healthcare professionals to payers, from private-sector companies to health charities and advocacy groups – with all having an important seat at the table.
- All.Can focuses on improving the entire cancer pathway, from diagnosis to end-of-life care and cancer survivorship.
- All.Can prioritises action and is committed to helping embed meaningful change.
- All.Can gathers patient insights to form the basis of research and objectives, with the aim of improving outcomes for patients.
- All.Can is first and foremost a policy initiative focused on generating evidence, recommendations and concrete change in cancer care, building on multidisciplinary expertise and evidence. Although All.Can is not a communications campaign, communicating effectively about the initiative and its work is essential to its success.



**'Our multi-stakeholder composition is our greatest strength, allowing us to ground our work in the realm of individual and local experience.'**

Alex Filicevas

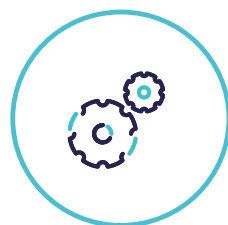
Executive Director, World Bladder Cancer Patient Coalition | President, All.Can International

## All.Can guiding principles

These principles set out the way All.Can works at an international level. Each national initiative should use these principles as a starting point, and build on them as appropriate for their own country's context.



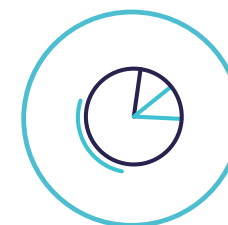
**Everything starts with the patient.** We need a better understanding of what really matters to patients in all aspects of cancer care.



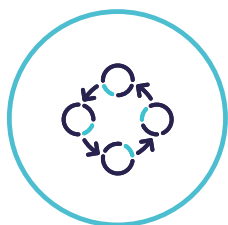
**Efficiency is about achieving the best outcomes possible with the resources we have.** It's not about spending more or less – it's about getting the best value.



**Efforts to improve efficiency and to improve access to innovations in cancer care should be seen as part of the same continuum,** creating a continuous cycle of quality improvement.



**All efforts to improve efficiency must be underpinned by reliable data** on both outcomes and costs.



**We need to focus on the 'how'** and find ways to embed pragmatic mechanisms to remove inefficient practices and foster innovative ones across cancer planning, prevention, treatment and care.



**Our focus is the analysis of the entire care pathway,** from prevention and diagnosis to end-of-life care and survivorship.



**A consensus-driven, multi-stakeholder approach** is key for success, where all members contribute their unique perspective.



**Multi-sponsor funding is essential** to the initiative's credibility, independence and neutrality, and all work is entirely non-promotional and not specific to any treatment area.

02

## Launching a national All.Can initiative





## 02 | Launching a national All.Can initiative



### Why launch a national initiative?

Launching a national All.Can initiative can help to address current and future challenges in cancer care by shaping the national healthcare environment and the way it addresses the issue of efficiency and sustainability of cancer care.

National initiatives are the most effective way to identify the needs of specific healthcare systems and implement solutions into national cancer plans and policies, by bringing stakeholders together.

The international All.Can initiative acts as a hub, connecting national initiatives with one another and sharing examples of successes and best practice from around the world.

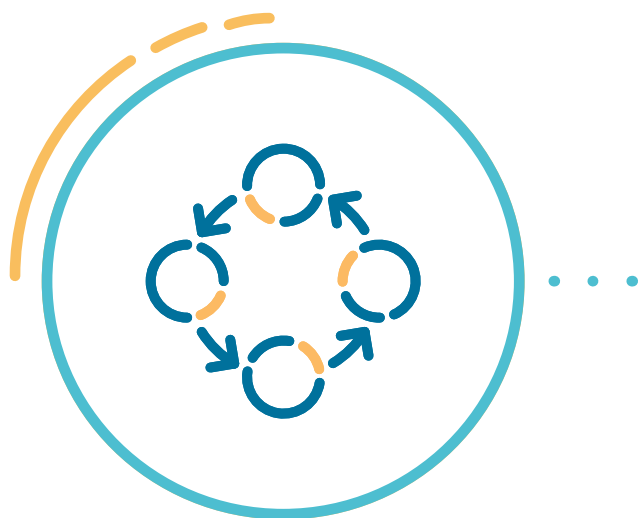


### What is All.Can international's operating and governance model?

All.Can international has been incorporated as a not-for-profit organisation under Belgian law in early 2020. The association, which gathers multiple diverse stakeholders around a common goal, is managed by an independent CEO with the support of a consultancy in Brussels acting as secretariat for the global initiative. Transparent rules of engagement and governance are explained in this chapter.

All intellectual property such as the All.Can name, logo, design assets and materials available on the All.Can [website](#) is held by All.Can international but is authorised for use by national initiatives and all members of All.Can.

The process for gaining approval to use the All.Can name and intellectual property is outlined on the following pages.



## Process for joining

**The All.Can international Board of Directors needs to approve national initiatives** before they may be launched. The administrative process for a new initiative to officially be recognised and granted use of the All.Can name and branding is as follows:

- The organisers should prepare a presentation of their initiative to the All.Can international Board of Directors for approval of their plans.
- The international Board of Directors will ratify the application by majority vote. The national initiative organisers will receive feedback via email from the international secretariat.
- If the national initiative is approved, the organisers will sign a letter of consent stating that they agree to abide by the principle of non-promotionality and overall [Terms of Reference](#). This letter can be signed either by any national All.Can steering committee members, or by the national secretariat on behalf of all members. In exchange, the initiative will be permitted to use the All.Can branding and logo.
- This letter forms a contract between the national initiative and All.Can international, which holds the intellectual property for the trademark of All.Can.

## What will the international Board of Directors be looking for?

When a new national initiative is presented to the international Board of Directors, it will be assessed based on how well the national initiative plan has clearly defined:

- aims and objectives
- scope of work
- governance model (i.e. decision-making process, editorial guidelines, secretariat for neutrality)
- diversity of membership
- multi-sponsor funding model
- representative to join All.Can international
- Terms of Reference.

Please contact the secretariat ([secretariat@all-can.org](mailto:secretariat@all-can.org)) to secure a time slot at the next international Board of Directors meeting, and to obtain a copy of an existing initiative's presentation as an example of what you should prepare.

**Please ensure you have covered all of these items in your presentation to the All.Can international Board of Directors, and have closely aligned with the All.Can Terms of Reference. Examples from an existing national initiative are available for new initiatives to adapt (see [Resources](#) section).**





## Next steps

Once a national initiative has been formally approved by the All.Can international steering committee, it can:

- have a dedicated page on the All.Can international website
- nominate one member to join the All.Can international membership representing the national initiative
- appoint a local secretariat contact to join All.Can's national initiatives working group – a forum connecting members across different countries and enabling them to share updates, ideas and best practice.

For details and support with this process, please get in touch with the All.Can international secretariat team: [secretariat@all-can.org](mailto:secretariat@all-can.org)

## Structure of national initiatives



**Having an external secretariat will help maintain the independence and credibility of your All.Can national initiative.**

The secretariat is responsible for implementing the decisions of your local steering committee with the aim of achieving the agreed strategic objectives and managing the budget.

We recommend that you find a local external resource that can dedicate sufficient time to this role and take forward the All.Can mission following decisions of the local members.

The role of the secretariat should be explained clearly and transparently in your national initiative's Terms of Reference and/or governance documents.

### What is the role of the national initiative's secretariat?

The secretariat is ultimately responsible for the administrative functions associated with launching and running an All.Can national initiative. This includes, but is not limited to:

- meeting management
- minute-taking
- event organisation
- content development
- working alongside the international secretariat when necessary
- ensuring all aspects of All.Can including meals, events etc. are compliant with any relevant industry code of conduct
- managing relations with subcontractors and third parties
- identifying stakeholder engagement and new funder opportunities
- managing multi-sponsor funding, once secured
- tracking spending in line with decisions taken by stakeholders
- providing quarterly budget and progress updates to the wider All.Can group.

The international secretariat, as well as the All.Can national initiatives working group, will be able to offer guidance in establishing your local secretariat. Should you have any further questions on the secretariat role please contact the international secretariat team: [secretariat@all-can.org](mailto:secretariat@all-can.org)

## Key principles of governance

National initiatives will need to develop their own Terms of Reference, which should include the following key elements:

- **Multi-stakeholder:** All efforts should be made to include members representing the patient community, healthcare professionals, research and industry.
- **Multi-funding:** All efforts should be made to secure as broad a range of funders as possible for the initiative, extending beyond the pharmaceutical sector if possible.
- **Decision-making:** Ideally, each national initiative should be governed by a steering committee, the members of which should reflect the multi-stakeholder nature of All.Can. Voting rights of funders, if represented, should be equal but not superior to those of other members.
- **Consensus and editorial control:** All outputs of All.Can aim to accurately represent a consensus between all members, who have full editorial control.
- **Transparency:** The governance structure and funding model of the initiative must be publicly available, and all materials produced should contain a full disclaimer. There should also be clear differentiation between the national initiative and All.Can international, and this should be made apparent in the use of funding disclaimers (see [example](#)).
- **Non-promotionality:** All.Can does not discuss or promote the products or treatment types of any funding company, either directly or indirectly.
- **Intellectual property (IP):** All members 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 initiative.

Click here to view the full  
All.Can international  
Terms of Reference

## Membership of national initiatives



**Members should be committed to the All.Can mission of improving efficiency in cancer care by focusing on what matters to patients.**

Membership and rules for joining national initiatives are determined at a national level; the following information is based on All.Can international membership and is only indicative for your national initiative.

Members are not paid for their time, unless they are contracted to undertake specific project work. Members are expected to contribute to All.Can's programme of work based on the time that they are able and willing to commit. The minimum participation requirement is attendance at one meeting per year.

For further information, see [Appendix: Frequently asked questions](#).

**The membership of your All.Can national initiative should represent stakeholders from across the field of cancer care, including but not limited to:**

- experts in the field of oncology
- health economists
- patient organisations
- policymakers and politicians
- industry partners.

In addition, members may include any other stakeholders who are committed to driving better policy decisions to ensure sustainable cancer care, and believe that achieving greater efficiency is a key means to accomplishing this goal.

**It is important to note that, at an international level, membership of All.Can is subject to the [Terms of Reference](#). We recommend that you take a similar approach with your national initiative membership.**

## Indicative types of members\*



### General members

Any organisation or individual who subscribes to All.Can's mission and may contribute to its work.



### Funding partners

Members who also contribute to the initiative financially or in kind.



### Collaborating partners

Organisations that share the goals and objectives of All.Can, and wish to partner with All.Can on specific projects to have an amplified effect (e.g. the Innovative Partnership for Action Against Cancer). Collaborating partners may also be members if they wish, but do not have to be.

\* **Please note:** these types of members are outlined for your reference only, and are specific to the international initiative. These member types do not need to be replicated at a national level. For more information, please see the [All.Can website](#).



## Securing multi-sponsor funding



**Multi-sponsor funding is a fundamental principle of All.Can to guarantee the initiative's neutrality, external credibility and sustainability.**

To ensure the sustainability of All.Can both internationally and in individual countries, a broad base of diverse funding companies is key.

Rather than providing financial support, some companies may become knowledge partners, which provide 'in kind' (non-financial) support to the initiative.



### Recommended types of funders to approach

There are no explicit restrictions on who can be approached as a potential All.Can funder, though reputational impact must be considered. However, it is important to keep in mind that all funders must agree to the All.Can [Terms of Reference](#), including non-promotion, transparency and equality of membership.

#### Potential sources of funding include, but are not limited to:

- pharmaceutical companies
- medical device or equipment companies
- digital health companies
- insurance companies.

## Core principles of multi-sponsor funding for All.Can international

These principles apply to the international All.Can initiative, and we recommend that a similar approach is adopted by national initiatives.

- All.Can is funded by several funding entities, on an annual basis to the secretariat to perform the agreed activities of All.Can.
- Support in the form of a contribution in kind is also welcome, for example providing a service or expertise. This allows smaller organisations to contribute to All.Can.
- All.Can declares all funding in a transparent way on all relevant materials.
- Each funding entity signs a Funding Agreement with the secretariat that reflects the principles contained in the Terms of Reference.
- All funders must abide by the Terms of Reference for All.Can.
- As stated in the key principles of governance, All.Can does not discuss or promote the products or treatment types of any funding company, either directly or indirectly.
- Any organisation that is committed to improving the efficiency of cancer care may become a funder of All.Can.
- Funders have the same rights as other members, but also contribute financially, or in kind, to the initiative.
- Funding/sponsorship of the international initiative is entirely separate from individual national initiatives.



### Disclosure of funding

To ensure transparency, all materials produced by All.Can must carry clear statements of funding. Such statements do not need to provide company-by-company contributions, but simply outline the names of the funding companies.

**Transparency is crucial to All.Can's credibility.** It is essential that national initiatives differentiate between their own funding and that of All.Can international. If the international steering committee feels that a disclaimer needs clarification, the international secretariat may contact you and ask you to change or update your materials.



03

## All.Can communications (internal and external)



## Media engagement

While engaging with the media can be beneficial, we would encourage you to use a strategic approach. To mitigate any potential risk associated with negative coverage, it is important that your national initiative is fully formed before seeking publicity. The All.Can brand spans the globe, and it is crucial to the sustainability of the entire group that all individual national initiatives uphold the reputation and credibility of the brand.

It is important to create a communications plan including speakers, key messages and a reactive Q&A document (see box below), to ensure your messaging is coherent and consistent. The communications plan should be approved by your national steering committee, and shared with the All.Can international secretariat.

We recommend that you engage with media only if your national initiative meets the following criteria:

- You have a strong, transparent governance structure in place
- You have established a multi-sponsor funding base
- You have something substantial to communicate (e.g. launch event, a new report, research findings etc.)

All.Can international has developed a [reactive Q&A document](#) to answer some of the key questions the media may ask about All.Can. This international document is available for reference, and we encourage national initiatives to develop their own country-specific versions.

Please contact [secretariat@all-can.org](mailto:secretariat@all-can.org) for further information.



## Social media

Social media can be an effective way to share information and build the reputation of your All.Can national initiative and engage more widely around both the international and national All.Can missions. All.Can international has a presence on three social networks, and you may wish to adopt this model for your national initiative:

- [Twitter](#) is the primary network used to communicate and promote All.Can's work to a broad audience including patient groups, industry and policymakers.
- [Facebook](#) can be useful to engage with patients, but is less appropriate for work aimed at policymakers.
- [LinkedIn](#) is popular with professionals in healthcare, industry and policy.

Regardless of which networks you choose to use, your profile name and 'handle' should be **AllCan [country]** (please note: no dot in 'AllCan'). As with other materials, it is essential that social media profiles clearly differentiate between the national initiatives and All.Can international.

## All.Can on the web

**National initiatives may develop their own websites, and will also have a dedicated section on the international All.Can website.**

If you create your own website, the international website will incorporate a link to raise awareness and drive traffic to your site. This also ensures that all content, not just global or local content, is freely available.

Visit the All.Can website at: [www.all-can.org](http://www.all-can.org)



## National initiative pages on the All.Can international website

To coincide with the launch of your national initiative, you will be asked to provide content for the following website sections to the international secretariat:



### About

Content in this section should consist of:

- **Cancer care in [country]:** key statistics
- **All.Can [country] initiative:** the vision and mission specific to your country
- **Activities and milestones:** planned events or work programmes



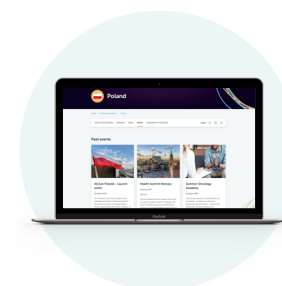
### Members

This important section will increase your initiative's credibility by showcasing the talent behind All.Can in your country



### News

Local stories relevant to the national initiative. This should include a news story announcing the initiative's launch, or information on new reports, meetings, events or research findings



### Events

Details of events relevant to the national initiative. This may include internal events such as steering committee meetings, or external events such as conferences at which the national initiative is presenting



### Publications and resources

This page houses the national initiative's Terms of Reference, along with details of any national publications, including PDFs to download, videos and other materials

Website content should be emailed to [secretariat@all-can.org](mailto:secretariat@all-can.org) as far as possible in advance of the official launch date of the national initiative. Content can then be periodically updated: news stories, events, new members or publications may be submitted for inclusion at any time, and the 'about' page content can be updated up to four times a year. Please see the next page for further guidance on submitting content.

## Guidelines for submitting content to the All.Can international website

### Written content

Please ensure all content is written in English (with specific translations if necessary e.g. names of organisations). There is no set word limit.

References should be included as URLs that can be linked to directly from text on the website, rather than as footnotes, where possible.

Please follow the standardised structure:

- Cancer care in [country]
- All.Can [country] initiative
- Key milestones/activities and successes
- Members
- News
- Events
- Publications and resources
- Funding disclaimer.

**Please also provide your national Terms of Reference as a separate document (Word or PDF).** This will be available to download via the 'Publications and resources' page.

### Member images

- Our preferred image type is PNG, at a minimum size of 96 pixels/inch (PPI). We also accept JPG files.
- Please also ensure that the image includes enough space around the person's head for it to be cropped into a circular frame.
- Please ensure all images are clearly captioned, including name, job title and affiliation.
- Please do not submit images for which you do not own the copyright.

You may also provide logos of funding organisations, although this is not essential. Logos should be supplied as an EPS or AI file. Please include a written statement from the funding organisation containing the following declaration:

This is to confirm that [name of organisation] gives permission for our logo to be placed on the All.Can website ([www.all-can.org](http://www.all-can.org)) as a member of All.Can [country]. We give consent for the logo to appear on the website for the duration of the organisation's membership of All.Can [country], unless we request its removal; such request must be made via email to [secretariat@all-can.org](mailto:secretariat@all-can.org).

**All content supplied to [www.all-can.org](http://www.all-can.org) is subject to editing. You will be sent a proof of the edited copy to check, but final approval will remain with the All.Can international secretariat.**

**Please note:** due to team capacity, the international secretariat may not be able to make website updates immediately upon request. Please ensure you allow at least two weeks for any amendments to be made to your page on the All.Can website.





## Resources

## All.Can international's publications and resources

The All.Can international secretariat has developed a suite of core All.Can content and resources available to share with national initiatives. Click on the images below to view/download, or contact [secretariat@all-can.org](mailto:secretariat@all-can.org) to request printed materials.

### All.Can policy report

First published in 2017 and reprinted in April 2018



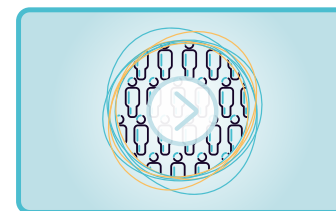
### Peer-reviewed paper

Published in 2017 in the *Journal of Cancer Policy* 13: 47–64



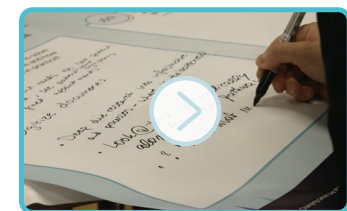
### Animation

Created in 2017 to summarise the policy report's key messages



### Event video

Filmed at European Health Forum Gastein, October 2018



### Fold-out brochure

All.Can overview (available in print only)



### All.Can at 1

Online report highlighting the achievements of our first year



### All.Can at 2

Online report highlighting the achievements of our second year



### Website

The All.Can international website includes a members' portal with several downloadable resources



## Internal resources

### Overview presentations and branding

All the resources listed on this page (including internal documents) are available to All.Can members and national initiatives via the All.Can international online [members' portal](#).

The members' portal is a password-protected area of the All.Can website. To request access, please contact the international secretariat: [secretariat@all-can.org](mailto:secretariat@all-can.org)

#### Existing presentations

##### All.Can international overview

This gives an overview of All.Can international members, funders, research, activities and achievements. Updated 3–4 times a year.

Useful for: new member and funder recruitment; presentations to different audiences; a template document for creating a country-specific version.

##### National initiatives overview

This gives an overview of All.Can national initiatives (established and in development), including the membership and funders involved. Updated 3–4 times a year.

Useful for: internal communications; keeping up-to-date with other countries' activities.

#### Branding, templates and assets

##### All.Can logo

There are four versions of the All.Can logo, each available in full colour, white or black.

##### Branding guidelines

This document demonstrates the All.Can style, including fonts, colours, iconography and use of the All.Can logo. National initiatives are required to adhere to the branding guidelines, to ensure consistency across all countries.

Useful for: creating project outputs and communications.

##### Presentation template

This is a Microsoft PowerPoint template containing All.Can branding and styles.

Useful for: developing core presentations for internal and external use.

##### Adobe Creative Cloud library

This cloud-based library contains the All.Can colours, icons and other visual elements. You will need a subscription to Adobe Creative Cloud to access the library.

Useful for: designing All.Can-branded assets and materials using Adobe software such as InDesign, Illustrator or Photoshop.

## Internal resources

### Governance and communications

All the resources listed on this page (including internal documents) are available to All.Can members and national initiatives via the All.Can international online [members' portal](#).

The members' portal is a password-protected area of the All.Can website. To request access, please contact the international secretariat: [secretariat@all-can.org](mailto:secretariat@all-can.org)

#### National initiative set-up documents

All.Can Switzerland has kindly provided some of its own documents for use as guidance or templates for new national initiatives.

##### Overview slides

This presentation features discussion points on All.Can Switzerland's governance, vision, mission, aims and communications strategy

##### Board meeting agenda

The agenda from All.Can Switzerland's inaugural board meeting sets out the key points necessary to establish a national initiative.

##### By-laws

This document sets out the by-laws that govern the operation of All.Can Switzerland.

#### International governance documents

**Terms of Reference**  
[Publicly available online](#)

**Membership application form**  
[Publicly available online](#)

A Word document version of the international Terms of Reference, for use as a template, is available via the online members' portal. The Terms of Reference documents for existing national initiatives are also available to view via each initiative's page on the All.Can website.

#### Media relations

##### All.Can international reactive Q&A

This internal document contains a number of questions that journalists or other interested parties may ask about All.Can, and the appropriate responses. This document is specific to All.Can international but many of the messages are relevant to the entire group, including national initiatives. It should be adapted to the local context as necessary.

##### All.Can Switzerland communications plan

The Swiss national initiative has kindly made available its communications plan for other national initiatives to use as a template to develop their own plans.

## Localisation of All.Can materials

Existing All.Can content listed on the previous pages is available for localisation; this is likely to be a straightforward translation into your local language. Any materials used must retain funding details, even if a particular funder is not a local member.

Please remember to always maintain the distinction between materials created and funded by the different national initiatives, and those created and funded by All.Can international. It is essential that there is no blurring of the lines between the different initiatives and their funding, to ensure full transparency at all times.

### Example of joint international/national disclaimer (May 2019)

All.Can is an international, multi-stakeholder initiative involving patients, clinical, academic and industry experts, as well as policymakers. All.Can aims to help define better solutions for sustainable cancer care and improve patient outcomes in the future. All.Can is made possible with financial support from Bristol Myers Squibb (main sponsor), Roche (major sponsor), MSD and Johnson & Johnson (sponsors), and Baxter and Illumina (contributors), with additional non-financial (in kind) support from Helsys, Intacare and Goings-On.

All.Can [COUNTRY] was initiated by [FUNDERS], who fully fund the programme.

You can find out more about the international All.Can initiative at [www.all-can.org](http://www.all-can.org).



05

## Checklist

## Establishing a national initiative: checklist

### Before presenting to international steering committee

- ☐ Multi-sponsor funding secured
- ☐ National steering committee appointed
- ☐ Terms of Reference written and approved by national steering committee
- ☐ Governance structure in place e.g. decision-making process, editorial policy, secretariat
- ☐ Disclaimer (clearly stating funding sources) written and approved by national steering committee
- ☐ Defined aims and objectives, mission and vision

### Following approval by international Board of Directors

- ☐ Representative nominated to join All.Can international
- ☐ Content provided to All.Can international secretariat for website
- ☐ Communications plan written and approved by national steering committee, and shared with All.Can international secretariat
- ☐ Member nominated to join All.Can international's national initiatives working group (usually secretariat representative and one member)
- ☐ Twitter account set up, along with other social media accounts if applicable
- ☐ Independent website set up (optional)



We hope that you have found this guide to launching your own national initiative useful and inspiring.

If you have any questions on the All.Can initiative or this toolkit, please contact the All.Can international secretariat:

**[secretariat@all-can.org](mailto:secretariat@all-can.org)**  
**+32 2 761 66 73**

**Good luck in delivering your All.Can national initiative and helping to make All.Can a truly global initiative supporting better cancer care.**





# Appendices

Frequently asked questions

This following pages include a summary of the All.Can international reactive Q&A.  
The full document is available from the online [members' portal](#).

National initiatives should adapt these questions and responses to their local context. Each country has its own relevant issues, policies and challenges, and the national Q&A should reflect this.

## General questions

### What is All.Can?

All.Can is an international multi-stakeholder initiative set up to identify ways of optimising efficiency in cancer care by focusing on improving outcomes for patients.

All.Can's vision is to put patients at the heart of sustainable cancer care. Inefficiency is not just a cost consideration; it can also have a real impact on patient outcomes. What's more, for patients inefficiency may result in lost time, anxiety and fear, impact on quality of life, as well as a financial burden.

### When was All.Can founded?

All.Can was founded at the end of 2016 with an official launch meeting at the European Parliament, followed by a symposium at the European CanCer Organisation congress in January 2017.

### What is the significance of the All.Can name?

The All.Can name reflects its ambition of all stakeholders coming together under one umbrella in order to improve cancer care.

### Why is efficiency and sustainability in cancer care so important?

With the growing burden of cancer and financial pressures on our healthcare systems, there is an urgent need to improve efficiency in cancer care.

Improving efficiency is not a just a question of cost-cutting, but of finding ways to better allocate resources to improve patient outcomes. Currently, patient outcomes are often decided by processes in cancer care – but it should be the other way around.

The cancer community and policymakers need to rethink how we evaluate cancer care, and ensure we are always focusing on what matters to patients. This may require tough decisions, and thinking in terms of long-term investments rather than short-term policy fixes.

### Does All.Can provide direct support to patients?

No. All.Can is a research and policy initiative, but many of its members include patient organisations that provide patient support and advocacy services separately from All.Can.

## General questions

### How is All.Can different?

All.Can is the only international cancer initiative solely focusing on inefficiency and sustainability of cancer care. All.Can aims to engage all stakeholders – including clinicians, researchers, politicians, patients and all companies operating in the private sector (pharmaceutical, biotech, medical devices, equipment, insurance, data companies) to work together and drive patient-focused policy change.

All.Can looks at how to improve efficiency across the entire care pathway. Its membership and funding base reflects this diversity – it is a truly multi-sectoral, multidisciplinary, cross-cutting cancer initiative.

All.Can also recognises that policy change happens locally – and in addition to the international initiative, it has developed national initiatives to help drive the efficiency debate at a local level. Many more national initiatives are being put into place around the world.

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### What is the All.Can ambition?

The All.Can overarching ambition is to drive sustainable healthcare solutions for everyone affected by cancer.

In this context, All.Can is focused on delivering measurable, short-term, workable goals to help drive change in cancer care and which will ultimately impact on patient outcomes.

### How will All.Can international achieve its ambition?

**Research:** There is a lack of usable data to assess where inefficiencies may occur in cancer care and what contributes most to variations in outcomes and efficiency. All.Can is conducting several cutting-edge research projects to help fill this gap. For example, the international All.Can patient survey asked people with cancer (and their carers) how they define efficiency and where efforts are most needed to improve efficiency in their cancer care. This research will be complemented by the results of the ICHOM–All.Can Improving Value in Cancer Care study, analysing what contributes to variations in outcomes and efficiency in lung and breast cancer.

**Communication and stakeholder engagement:** All.Can works in partnership and engages key stakeholders across all aspects of cancer care to ensure change is not just recommended, but adopted, planned, delivered and accounted for. It seeks to secure dissemination of its data in high-profile publications and works in partnership with its membership and other stakeholders to communicate the outputs of its research.

**Policy engagement:** As a result of its published data, All.Can aims to drive meaningful policy change – and engage policymakers to help implement those changes at an international, EU and national level.

All.Can believes through delivering these three pillars of activity it will help to drive sustainable healthcare solutions for everyone affected by cancer.

## Membership and funding

### Who runs All.Can international?

All.Can international's core activities are overseen by its CEO and secretariat and approved by its Board of Directors, following a yearly strategic plan. The CEO and secretariat are responsible for the administration, planning, financial management, execution, and adherence to agreed timelines for all All.Can activities – as well as compliance with industry code of conduct requirements e.g. European Federation of Pharmaceutical Industries (EFPIA), and managing contracts with suitable subcontractors as required.

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### Who funds All.Can international?

All.Can is funded by several funding entities, which provide a given amount on an annual basis to the secretariat, according to a funding agreement.

As of September 2020, All.Can international's funding is provided by Bristol Myers Squibb (main sponsor), Roche (major sponsor), MSD and Johnson & Johnson (sponsors), and Baxter and Illumina (contributors). Knowledge partners (private-sector companies who contribute to All.Can in kind i.e. non-financially) are Intacare and Goings-On.

Further funders are expected to join the group in future.

### Are members of All.Can paid for their involvement? If so, how and by whom?

All members provide their involvement pro bono and cannot be paid any fees for their participation in any All.Can activities, including speaking at events. However, the secretariat may reimburse any reasonable expenses (e.g. travel and accommodation) incurred by members as a result of participating in face-to-face meetings or launch events, in compliance with the strictest compliance codes of the different funding companies represented in All.Can.

The secretariat has put in place all the necessary contractual agreements with members to ensure full transparency of any reimbursements made from All.Can.

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### Who performs the executive function of All.Can international?

All.Can's executive function is performed by the All.Can international steering committee, which oversees the strategic direction and enforces budgetary control. The steering committee includes representatives of All.Can constituencies (patient advocacy, health professionals, research, providers, industry etc.) and election to the steering committee is via majority vote by all members of All.Can international.

## Membership and funding

### What types of membership does All.Can have?

All.Can membership comprises general members (non-profit organisations or individuals wishing to contribute to All.Can's programme of activities) and funding partners (for-profit companies which are general members but also contribute financially or in kind).

All members enjoy equal benefits, such as voting rights at All.Can's Annual General Meeting.

### What are the conditions of membership?

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

- shares the vision and goals of the initiative
- agrees to abide by the All.Can 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.

### What are the membership benefits of joining All.Can?

Benefits of joining All.Can include an invitation to join All.Can's working groups, an invitation to be nominated for the steering committee, and incorporation of the member organisation's logo on the All.Can website and all official All.Can outputs.

### How can other experts/stakeholders join All.Can international?

All.Can is an open initiative and, subject to the approval of the existing members, any stakeholders with an interest in sustainable cancer care are welcome to join All.Can by contacting [secretariat@all-can.org](mailto:secretariat@all-can.org)

### How does All.Can international operate?

To ensure the effective execution and advancement of All.Can's work programme, All.Can is organised into specific working groups.

For information regarding the governance surrounding the All.Can working groups, please visit: [www.all-can.org/governance](http://www.all-can.org/governance)

### How does All.Can maintain its independence while being funded by a number of pharmaceutical and other private sector companies?

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

All outputs of All.Can require the consensus of all members, with industry partners having no more voice than other members. Funding partners receive no special benefits above and beyond those of non-funding members.

Smaller companies are also able to 'fund' All.Can on an in-kind basis via our 'knowledge partner' funding tier. This enables them to make an equally valuable but non-monetary contribution.

