

# 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/about-us/members/>.

All.Can international operates at global level, with national All.Can initiatives existing as independent initiatives in several countries. These are part of the All.Can family but have their own governance structure (see [Section 8](#)).

## 2. All.Can's 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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### ***Scope of activities:***

Core activities of All.Can over the course of 2020 include the following:

- **Research and evidence gathering** – the cancer data project, further enhancing a hub of best practice to create a learning community around improving 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 (see [Section 8](#)).
- **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 cancer organisations.

Core funding received by All.Can covers the costs of this programme. All.Can may choose to conduct additional specific projects (see [Section 6](#)).

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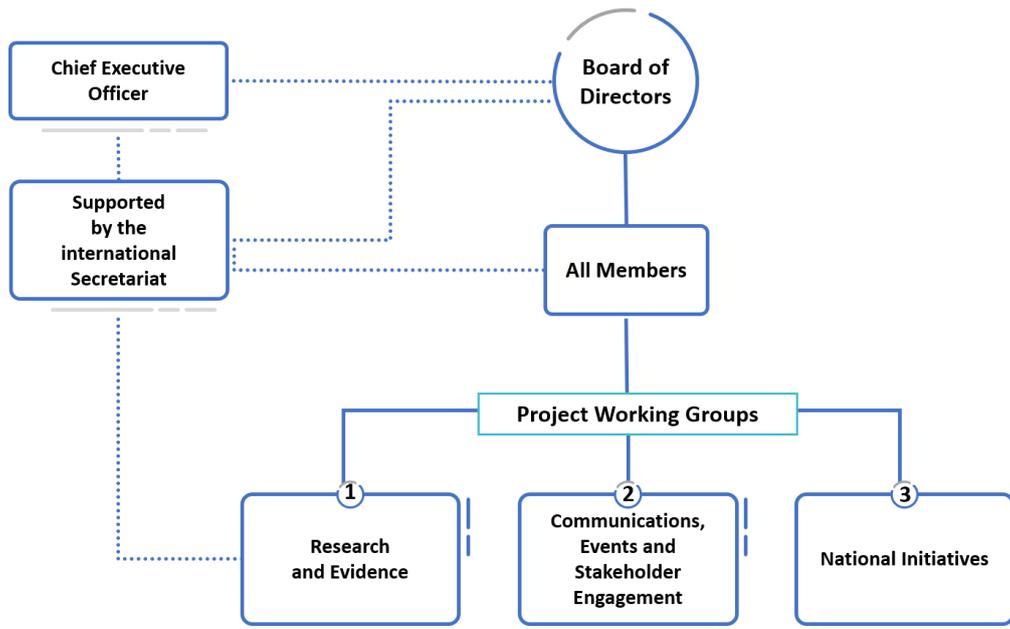
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### 3. Governance

All.Can acquired legal status as a not-for-profit organisation (ASBL) in Belgium in May 2020. Robust governance arrangements guarantee the independence of, 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.



### 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 who are members of All.Can, but 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 4](#) and [Section 5](#).

All members meet on a biannual basis. One of these meetings is the Annual General Meeting (AGM) where they vote for the Board of Directors and approve the budget and strategic plan for the forthcoming year.

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## Board of Directors

The executive function of All.Can is performed by a Board of Directors. This group establishes and oversees the strategic direction of All.Can, and ensures the budget is being spent appropriately to achieve its stated goals.

Having been incorporated as not-for-profit organisation (ASBL) in Belgium in May 2020, All.Can is currently led by an **interim Board of Directors** until elections will be held at the Annual General Meeting.

The specifications for the Board of Directors are outlined in the All.Can Articles of Association. Further provisions relating to the Board of Directors are the following:

- The Board of Directors shall meet every two months, with face-to-face meetings as needed over the course of the year.
- Members of the Board of Directors are elected by majority vote by all members at the AGM.
- The Board of Directors consists of at least three members, plus the CEO in an ‘ex officio’ (non-voting) role.
- Any member of All.Can can be nominated (or nominate themselves) to be part of the Board of Directors. However, the ultimate composition of the Board of Directors committee shall 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 Board of Directors, they will collectively only have one vote on the Board of Directors.
- Only funders who contribute €80,000 or above annually, or who are knowledge partners, may be nominated to the Board of Directors.

## 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 member of the Board of Directors must play a leadership role on at least one of the working groups.

Current working groups include:

- Research and Evidence
- Public Affairs
- National Initiatives.

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Should specific projects be added to the All.Can programme (see [Section 6](#)), additional working groups for each of these projects will be created, with all members of All.Can invited to join and contribute, along with the funders of that specific project.

All.Can's work and activities are led by the Chief Executive Officer and supported by the All.Can Secretariat.

## 4. 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.

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 Board of Directors (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](#)).
- 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 6](#)).

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## 5. Principles of funding

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

Funding is provided via sponsorship of the entire initiative.

Provision of funding of the international initiative does not include/allow participation in any of the national All.Can initiatives.

All funding partners are integral members of All.Can and have the same rights as other members. Funding partners at sponsor level or above (€80,000 per year) are allowed to be nominated for the 'industry' seat on the Board of Directors – with a single vote being given to industry on the Board of Directors.

All funding partners may 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 Board of Directors.

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:

*For large companies with annual turnover > €20 million:*

- Main sponsor: €300,000 or more per year
- Major sponsor: > €150,000 per year
- Sponsor: €80,000 per year
- Contributor (1 year only): €30,000 (must join as a sponsor after 1 year to continue support).

*For small and medium size companies with annual turnover < €20 million (OECD definition):*

- Knowledge partner: in-kind contribution. The exact nature of this contribution must be specified in a signed memorandum of understanding with each knowledge partner, which is valid for one year. The 'knowledge partner' status of each relevant party will be reviewed on an annual basis by the Board of Directors.

### Integration of new funders into All.Can

Ensuring the financial sustainability of All.Can is a core goal of the initiative. Recruiting additional funders for the initiative, be they contributors to core funding or specific projects (see below), is thus essential.

The CEO and secretariat must keep the Board of Directors aware of any discussions with potential funders, to ensure there are no conflicts of interest as early as possible in any discussions. Each potential new funder is also invited to present to the Board of Directors on what their interests in All.Can are and how they are committed to pursue its objectives. An additional discussion between all existing funders and any potential new funder may also be held, if deemed appropriate by the industry members of the Board of Directors.

The ultimate decision to accept or reject a potential new funder rests with the Board of Directors.

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## 6. Specific projects

In addition to activities set out in the yearly strategic plan, there may be opportunities to conduct additional projects with bespoke funding. These are hereafter referred to as ‘specific projects’.

The CEO, with the support of the secretariat will lead on putting together proposals for these specific projects with interested funders and seek approval from the Board of Directors before approaching potential funders. Similarly, if a potential funder approaches the CEO with an idea for a specific project, the CEO will request permission from the Board of Directors before building a potential proposal for this project and approaching other potential funders about it.

Any specific project must be endorsed by at least 2 other funders to be approved by the Board of Directors, to ensure there is no risk of bias towards any particular topic.

Projects (in both conduct and scope) must adhere to the Terms of Reference set out herein, and the values of the initiative, and must include a contribution to the overall running and coordination of the association.

Within reason, there is no limit to the number of projects that could be run, provided that they are compatible with the Terms of Reference and that the association has additional capacity and resources to coordinate them.

### Project-specific funding

As specific projects fall outside of the agreed annual budget, they must be subject to specific funding. Different projects may be funded by different companies.

Each specific project must be described in project outline, including a detailed budget. This document will be the basis for discussions with potential funders who may be interested in this specific project. The secretariat will lead on this outreach to potential funders.

Core funders of All.Can may contribute to specific project funding; however, this would be additional funds to those allocated to the whole initiative. However, as a benefit of ‘core funding’, all core funders of All.Can will be listed as funders of specific projects, regardless of whether they can contribute additional funds or not.

Project-specific funders do not have the same rights as core funders of All.Can. For example, they are not eligible to take part in working groups or the Board of Directors (see [Section 7](#)).



## 7. Benefits to funders

Benefits to funders are listed by category of funding in the table below.

Benefit	Main sponsor (€300k per year)	Major sponsor (€150k per year)	Sponsor (€80k per year)	Contributor (€30K first year then >€80k after year 1)	Knowledge partner (contribution in-kind)	Project-specific funder (amount linked to project)
Number of project ideas to be included in programme of work	3*	2*	1*			
One-member one-vote at AGM	x	x	x		x	
Invitation to two face-to-face meetings per year (including AGM)	x	x	x	x	x	
Can be nominated for 'industry' vote on Board of Directors (one vote for industry)	x	x	x		x	
Invitation to join All.Can working groups and contribute to the development of the All.Can programme	x	x	x	x	x	
Invitation to co-author key research outputs	x	x	x	x	x	
Privileged speaker and quote opportunities	x	x	x	x	x	
Public acknowledgement of funding tier on all All.Can materials and website	x	x	x	x	x	
Logo on website and all official outputs	x	x	x	x	x	
Monthly internal newsletter with All.Can updates	x	x	x	x	x	x
Participation in project-specific working group and invitation to contribute to iterative drafts of project-specific outputs	x	x	x	x		x
Co-authorship and logo on specific project-related outputs	x	x	x			x
Speaker and quote opportunities related to project-specific dissemination						x

*\*subject to Board of Directors approval plus at least 2 other funders endorsing project*

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## 8. National initiatives

Stakeholders in any country may take the initiative to set up a national All.Can initiative.

All proposed national initiatives must, however, seek approval from the international Board of Directors before being established as All.Can national initiatives. This is to ensure they comply with the Terms of Reference, are in line with the mission and purposes of All.Can and demonstrate appropriate governance standards. Once this approval has been secured, national initiatives may use the All.Can branding in all their materials. Each national initiative steering committee must sign a memorandum of understanding in which they commit to adhering to these Terms of Reference in all of their activities. This memorandum of understanding is then co-signed by the international secretariat on behalf of All.Can international.

Each national initiative has its own independent governance structure as well as funding sources. Being a funder of All.Can international does not entail funding or membership of a national initiative, or vice versa.

Each national initiative is invited to nominate one member of its steering committee to join All.Can international as a member. They are also invited to take part in the National initiatives working group.

For further information about national All.Can initiatives, see [here](#).

## 9. Conduct of the All.Can work programme

Each working group will agree to a set work plan, aligned with the strategic plan.

Any activities or projects contained within the work plan should be accompanied by a clear project brief, including objectives, proposed approach, outputs, timelines and budgets.

The CEO, in collaboration with the secretariat, is entitled to select the most suitable subcontractors to perform a given project, be it part of the core activities or a specific project with bespoke funding. Subcontractors may include members of All.Can, if appropriate.

For projects where fees exceed €60,000, the CEO/secretariat will solicit proposals from at least three suppliers to deliver the project. Proposals will be submitted to the working group and, in appropriate cases, to the Board of Directors, for consultation.

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. Independence

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

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## 11. 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 Board of Directors.

All.Can's 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.

## 12. Intellectual property

Intellectual property (IP) is held by All.Can International. All members of All.Can 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.

## 13. Contact

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