

# Terms of reference

**Version 25 October 2021**



**European  
Alliance for  
Value in Health**

# Terms of Reference

25 October 2021

## 1. Naming

The European Alliance for Value in Health (Alliance) is a group of associations representing stakeholders active in the broader European health systems. The ultimate intention of the Alliance is accelerating the transformation towards value-based, sustainable, and people-centred health systems.

## 2. Partners

See: Appendix 1 (Alliance for Value in Health – ToR – Annex Partners)

## 3. Raison d'être

The European Alliance for Value in Health is a group of associations representing stakeholders active in the broader European health systems.

The **VISION** of the Alliance for Value in Health is a Europe, where health systems are value-based, sustainable, and people-centred.

Our **MISSION** is to partner to facilitate health system transformation, by disseminating knowledge and best practices, and engaging with policy makers and stakeholders - at European, national, and regional levels

In the view of the Alliance, value-based, sustainable and people-centred health systems are built around six key principles:

- 1) Outcomes that matter to people and patients, as well as benefits valued by health systems and societies, are at the centre of decision-making
- 2) Interventions and services addressing prevention, social care and healthcare are organized in an integrated way around people and patients
- 3) Resources are allocated towards high value care and prevention, with outcomes and costs of care measured holistically
- 4) Continuous learning, education and healthcare improvement is based on evidence, and supported by data and insights
- 5) Innovative ways of care delivery are fostered
- 6) Financing models and payments reward value and outcomes

The Alliance will **CONNECT** different stakeholders to **CREATE** conditions and **INSPIRE** others.



## 4. Key activities / deliverables

The Alliance will guide and facilitate the transformation towards value-based, people-centred and sustainable health systems by jointly reflecting on the enablers and barriers for this transformation. The Alliance will communicate to and engage with stakeholders and policymakers at regional, national and European level to achieve this objective. This can be done through leveraging relevant publications, issuing opinions and recommendations, identifying and sharing best practice and case-studies, organizing network events and workshops or other activities as agreed by the Alliance.

For the period until end of 2022 the envisioned deliverables are:

- Website, social media presence and blog platform
- Library of relevant publications and case studies (linked to 6 key principles)
- Joint reflections/points-of-view on existing publications/events and joint opinion papers on selected topics
- Annual public event and/or network events for partners/members to connect and inspire
- Identify and engage affiliated initiatives
- Identify and onboard new partner and their members committed to change

## 5. Partner requirements and inclusion / exclusion

Every European-level association that actively wants to contribute to the transformation towards value-based, sustainable and people-centred health systems, and a ready to commit to the Alliance's vision and mission, can apply to join the Alliance. Decisions to accept new partners are taken by consensus.

Withdrawal of associations is possible after a written notice to all partners.

## 6. Affiliated organisations

The partners of the alliance are on the European level associations. However, there is value for the Alliance in expanding its network and establish important connections. Therefore, we see mainly two affiliated organization for the alliance

1. Organisations that do not represent a stakeholder interest at European level but are active or can provide expertise in an area of relevance for the Alliance's objectives They can be invited to take part in meetings or parts thereof of the Alliance and should as a principle be consulted when opinions or other materials within their area of expertise are being developed.
2. Organisations, consortia, or platforms at National or Regional level which are working towards the same objectives as the Alliance can be included. The Alliance should as a principle consider these organizations when organizing events and workshops on relevant topics and give visibility to their activities through the Alliance website and communication channels.

To become an affiliated organisation the following criteria should be met:

- Endorse the vision / mission
- Endorsed by the Alliance partners



## 7. Governance

### **Management of the Alliance**

The Alliance is governed by a Steering Committee where all partners are represented. The Steering Committee has a co-chair construction (two), balanced between the partners, which are appointed for one year. The main tasks of the co-chair is to ensure the progress of the Alliance, setting the agenda of the meetings, coordinating the activities with the secretariat, overseeing the budget and be accountable to the steering Committee

The Alliance is supported by a secretariat, which is also appointed for a period of one year.

### **Meeting schedule**

The Steering Committee meet regularly either in person or via call, four times a year

### **Meeting organization**

The Steering Committee meetings are hosted by volunteering partners, each time appointed by the end of the previous meeting.

For the meetings, the following fixed agenda-items are foreseen:

- Reflect on key items/outcomes of recent events and publications
  - Discuss points of view in the Alliance
  - Decide on which items/outcomes to formally endorse or reflect on
  - Decide on a subgroup to draft joint reflection(s), to be ready by next meeting
- Endorse joint reflection(s) as developed by subgroup, following previous meetings
- Discuss and agree on report and case studies to include in repository on the Alliance website
- Discuss set-up and key topics of Annual Event and/or Network Event
- Discuss topics to align with knowledge partners, sounding boards
- Communication and dissemination of developed initiatives
- Exploring options for new partners

### **Decisions / endorsement of publications**

Unless otherwise agreed, decisions will be taken unanimously by all partners. If voting takes place, each partner has one vote.

For the sign-off procedure for deliverables within the alliance the follow principle is in place:

- All Alliance partners will endorse the deliverable
- Affiliate organisation can be mentioned

### **Annual evaluation**

One of the meetings of the Alliance is dedicated to evaluating the annual performance. Elements to evaluate this performance are based on the impact the Alliance has made and value generated by the Alliance. This annual evaluation meeting will also be used to agree on the planning and budget for next year.



### **Meeting participation**

More than one representative per association can participate (for example by including a representative of a member organisation of an association), however with a maximum of two representatives.

### **Meeting topics**

All partners can suggest topics for discussion in the Alliance

### **Working groups**

The Steering Committee can set up working groups, focusing on specific topics, deliverables, or activities. Working groups will be appointed during the regular meetings. Participation in the working groups is based on interest / focus of the individual partners. Working group will report on progress back to the full group of partners during the regular meetings. Steering Committee members can nominate other representatives of their Association or member organisations/companies to take part in working groups.

## **8. Rights and obligations**

### **Rights**

Each partner has the right to:

- Have access to all internal and external information gathered by the Alliance
- Actively participate in meetings and events organised by the Alliance, including foster its visibility by providing its logo
- Use the documents adopted by the Alliance, media and website provided that the name of the Alliance is used as a reference
- Maintain their own independent views and event on value in health
- All partners have the same voting rights.

### **Obligations**

Each partner has the obligation to:

- Adhere to the vision and mission of the Alliance and collectively work towards their realization
- Positively contribute to the Alliance's activities. More specifically:
  - Attend all Partner Meetings
  - Attend all internal and public events
  - Provide input to all publications developed by the Alliance
  - Write 1 blog per year
  - Provide relevant case studies, events and reports to list on the Alliance website
  - Participate in working groups to develop publications and events
  - Amplify social media updates
  - Provide logistical support to events

Each affiliated organisation has the obligation to:

- Endorse the vision and mission of the Alliance and contribute towards their realization
- Positively contribute to the Alliance's activities. More specifically:
  - Attend all public events



- Write 1 blog per year
- Provide relevant case studies, events and reports to list on the Alliance website
- Amplify social media updates
- Provide input to publications developed by the Alliance, on request
- Attend Partner Meetings, on request (relevant topic on the agenda)

## 9. Language

The operational language of the Alliance is English.

## 10. Budget

The costs incurred by the Alliance for the organisation of meetings, development of materials, communication activities and other activities as agreed by the Alliance are shared between any willing partners. In-cash contributions will be agreed by the interested partners. Other partners, unless they request otherwise in writing, contribute in-kind. The list of in-cash and in-kind contributors will be made transparent and be published on the Alliance's website.

One of the partners will be appointed for the budget year as the Treasurer. In-cash contributions are made towards the Treasurer. This Treasurer will manage the budget and will only conduct payments from this budget after approval by the Steering Committee. On the website transparency on the budget will be provided

The budgetary/accounting year will cover the period from January to December. In the event that there is a leftover balance at the end of the mandate of the Alliance, the remaining amount will be divided and redistributed between the partners, in proportion to their budgetary contribution. Budget control will be executed during the existing meetings based on a report from the Treasurer.

Both in case of withdrawal or exclusion in the course of the financial year, the contribution for the current year, if applicable, will be due.

## 11. Legal effect

The Alliance is not a legal entity, it is established and governed by partners listed in Article 2).

These Terms of Reference do not grant any authority for any individual partner to legally bind any other partner, or partners, or the Alliance.

**Have agreed to the European Alliance for Value in Health Terms of Reference dated 25 October 2021 on behalf of their respective Associations**

