



—Labelling Research Forum

Report on Outcomes & Proceedings

November 16, 2018

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— Introduction

About this Report

This document reflects the outcomes of the Labelling Research Forum held in Ottawa at the Delta Hotel City Centre on November 13-14th, 2018. The forum was sponsored by Consumer Health Products Canada (CHPC), Food & Consumer Products of Canada (FCPC), Retail Council of Canada (RCC), and the Canadian Health Food Association (CHFA), and facilitated by Idea Couture.

It serves to inform the Minister of Health and brief other relevant parties about recommendations for promoting the appropriate selection and use of non-prescription drugs and natural health products, as well as avoiding misselection and misuse. It includes five recommendations that were developed, critically evaluated, and ratified by a panel of experts in product labelling, consumer healthcare, self-care, human decision-making, and related fields. This report intends to contribute to the ongoing discussion surrounding Health Canada's new self-care framework and phased approach, including the Plain Language Labelling (PLL) regulation.

Signatories to the Recommendations in this Report

The following expert panel has come to a consensus via supermajority vote and agreed to support the recommendations contained within this report:

- / Julie Aker, Concentrics Research
- / Dr. Lynda Balneaves, University of Manitoba
- / Kristen Brinkdopke, Pfizer Consumer Healthcare
- / Dr. Karen Donovan, Duquesne University
- / Dr. Paula Fitzgerald, West Virginia University
- / Dr. Nardine Nakhla, University of Waterloo
- / Martin Redfern, Redfern Research
- / Michael J. Smith, Michael J. Smith & Associates
- / Dr. Jeff Taylor, University of Saskatchewan

Objectives

The focus of this initiative was to examine common assumptions about the causes and prevalence of product misselection and misuse, and to understand the research and trends transforming self-care. The forum and the background work done in advance of the session explored the efficacy and merits of different labelling and non-labelling solutions that aim to ensure consumers who pursue self-care are appropriately selecting and using non-prescription drugs and natural health products.

The purpose of the Labelling Research Forum was to leverage the experience and perspectives of subject-matter and industry experts in order to develop clear, actionable, and supported recommendations for promoting the appropriate selection and use of non-prescription drugs and natural health products in Canada.

Problem Statement

The fundamental challenge driving this initiative centred around the effectiveness of product packaging, and labelling in particular, as a means to promote the appropriate selection and use of non-prescription drugs and natural health products among different groups of consumers pursuing self-care.

Assumptions

The key assumptions underpinning the position that product packaging and labelling are the most effective means of promoting the appropriate selection and use of natural health products and non-prescription drugs include, but are not limited to, the following:

- / Consumers have the ability or capacity to read and comprehend labels
- / Consumers have the motivation or interest to read and comprehend labels
- / Consumers interact with labels in the same way, regardless of their demographic profile (age, education, gender, family status)
- / Consumers consult the product packaging and labelling as the primary source of information, rather than alternative sources (friends, family, health professionals, personal experience)
- / Consumer confusion will decrease with the use of drug fact tables on labels
- / Consumers only require certain product information at point-of-selection
- / Consumers only respond to language-based communication, rather than image-based communication (brand, logo, trade dress)
- / Consumers are primarily interested in purchasing products in retail environments, rather than alternative ecommerce channels

Research Hypothesis

The tendency to rely on product packaging and labelling as a way to promote the appropriate use and selection of natural health products and non-prescription drugs, as well as reduce misselection and

misuse, is likely inadequate. Evidence suggests that the key factors affecting product selection and use are multi-factorial and include a broader consideration of behavioural and attitudinal drivers, among other factors. Product packaging and labelling alone cannot account for these additional important considerations.

Research Question

The primary research question was as follows:

What are the most effective ways to promote the appropriate use and selection of non-prescription drugs and natural health products, as well as reduce misselection and misuse?

— Recommendations

The following list of five recommendations represent the key outcomes of the Labelling Research Forum. They are primarily directed toward the Minister of Health but may hold relevance or have implications for other ministries, governing bodies, regulatory authorities, political or non-political groups or organizations, and policy-makers. In session, experts noted that these five recommendations are believed to be the most important opportunities for intervention. They are mutually supportive, and the potential impact of a given recommendation in addressing product misuse and misselection may depend on the implementation of other of these key recommendations. They were evaluated on the basis of their clarity, actionability, feasibility, and evidence of effectiveness.

1. **Targeted Education:** Develop tailored education strategies that build awareness of the healthcare system and empower specific populations (e.g. youth, young adults, older adults, ESL, new immigrants) by providing them with essential information and skills to make informed and appropriate self-care decisions about non-prescription drugs and natural health products.
2. **Supported Interactions:** Build awareness of existing resources (e.g. 311, health professionals) and strongly encourage a standardized consumer interaction process at all self-care touch points (e.g. in-store, online) to allow for the opt-in collection of information, and the development and dissemination of relevant and pertinent information.
3. **Decision Tools:** Develop an objective, respectful decision support tool that helps consumers effectively and appropriately select a non-prescription drug or natural health product, using the full spectrum of mediums available.
4. **Focused Labels:** Limit primary package labelling content (i.e. warnings) to prioritize those with the highest potential for misuse risk using an established method such as failure modes and effects analysis (FMEA) to promote comprehension and proper self-selection and use of non-prescription drugs and natural health products.
5. **Visual Cues:** Utilize visual cues (e.g. icons, symbols, colour-coding, front-of-pack messaging) to emphasize key information and facilitate navigation on the labels of non-prescription drugs and natural health products.

First Recommendation: Targeted Education

Develop tailored education strategies that build awareness of the healthcare system and empower specific populations (e.g. youth, young adults, older adults, ESL, new immigrants) by providing them with essential information and skills to make informed and appropriate self-care decisions about non-prescription drugs and natural health products.

According to the expert panel, evidence supports the view that education interventions are effective for improving health and medical literacy, especially for the purposes of mitigating risks and coming to an informed perspective on treatment. This effect also applies to the selection and use of non-prescription drugs and natural health products. In addition to being based in strong evidence, this recommendation supports the objective of encouraging informed consumer decision-making and empowers consumers to more appropriately select and use products consistently.

The experts acknowledged the potential for challenges in designing and deploying effective, targeted campaigns, and the considerable coordination and effort involved in amending education curriculum through liaising with proper jurisdictional authorities. In addition, while there are benefits to providing education through curriculum and public messaging, consumers might still be subject to misselection and misuse due to recall bias or inaccuracy or incompleteness of recollections.

In order to move forward on this recommendation, the experts suggested working to identify best practices in education and communication strategies for different targeted demographic groups, and to gather evidence on the impacts that these types of interventions have on short-term and long-term consumer behaviours.

Second Recommendation: Supported Interactions

Build awareness of existing resources (e.g. 311, health professionals) and strongly encourage a standardized consumer interaction process at all self-care touch points (e.g. in-store, online) to allow for the collection of opt-in information and development and dissemination of relevant and pertinent information.

The experts indicated that when the consumers desired or were motivated to seek existing resources there is clear evidence that supports increased patient satisfaction and improved product selection. In addition to the benefit of using existing resources, the experts also believed that this recommendation would be effective in supporting informed decision-making, reducing misuse or therapeutic duplication, and supporting consumer empowerment.

The experts acknowledge that the competing priorities of healthcare providers might impact their availability to help consumers become better informed. They also acknowledged that the unwillingness of consumers to self-identify could lead to inappropriate selection or use of products. Providing consumers with key questions to ask health professionals could support the appropriate selection and use of non-prescription drugs and natural health products.

This recommendation could proceed beginning with an evaluation of the impact on health outcomes of increased health care professional (HCP) interactions, as well as the use of information sources. In addition, research into the current utilization rates of the above resources would help to establish the potential impact of this recommendation.

Third Recommendation: Decision Tools

Develop an objective, respectful decision support tool that helps consumers effectively and appropriately select a non-prescription drug or natural health product, using the full spectrum of mediums available.

According to the expert panel, there is research in the medical and consumer behaviour literature to support the effectiveness of decision-aids in improving outcomes, especially in their ability to support informed decision-making and pre-decision-making activities. In addition, a decision support tool could be effectively applied across multiple consumer demographic groups.

The experts acknowledged that risk that a decision support tool might introduce the potential for bias in its design, and that competing products and tools could lead to inconsistent information, which might exacerbate consumer confusion. They noted in the discussion that using Health Canada approved information from the Drug Product Database and Licensed NHP database could be a means to address this issue.

Finally, the experts suggest that further research into the impact of decision support tools – especially their application to non-prescription drugs and natural health products – is required, including an examination of their actual utilization and their potential for impacting proper product selection and use.

Fourth Recommendation: Focused Labels

Limit primary package labelling content (i.e. warnings) to prioritize those with the highest potential for misuse risk using an established method such as failure modes and effects analysis (FMEA) to promote comprehension and proper self-selection and use of non-prescription drugs and natural health products.

According to the expert panel, evidence suggests that providing highly detailed information on product packaging which requires a considerable investment of time and attention can actually result in reduced comprehension of a product's information, including its proper selection and use. A growing anti-institutional bias among consumers also promotes the perception that labelling information is largely comprised of legal disclaimers which are irrelevant to them. This recommendation aims to reduce the cognitive load of labels and facilitate their navigation and comprehension, which would promote safe selection and use. It would also strive to build trust and credibility with consumers by ensuring that packaging content was designed with their best interests in mind, which would increase their motivation to comprehend and comply with product guidelines.

The experts felt there were minimal risks involved with this recommendation since consumers are not fully reading or are otherwise unable to comprehend all of the label information currently included in product packaging, based on U.S. studies focused on the drug facts label. On the other hand, there may be challenges in that some warning may be more pertinent to specific consumer groups.

In order to move forward on this recommendation, the experts felt that additional research should be done with medical professionals using a failure modes and effects analysis (FMEA) framework to identify the most important warnings and risks to highlight in the primary package labelling content for key non-prescription drugs and natural health products. They also recommended a two-arm research approach to develop evidence for the effectiveness of the revised labelling strategy.

Fifth Recommendation: Visual Cues

Utilize visual cues (e.g. icons, symbols, colour-coding, front-of-pack messaging) to emphasize key information and facilitate navigation on the labels of non-prescription drugs and natural health products.

In support of this recommendation, the experts pointed to research on the effectiveness of visual cues in aiding the navigation of product labels. They also felt this was an important solution to help consumers access important information they may otherwise miss on product packaging, and that it would be especially effective in addressing misuse, non-compliance, and misunderstanding among consumers of lower literacy. The significance of the principle display panel was noted in particular by the experts as playing a key role during the product selection process and could benefit from visual cues.

The experts acknowledged that overuse and over-standardization of visual cues on labelling may desensitize consumers to critical information. As such, their use should be carefully considered and tested for use in certain product types to ensure effectiveness.

In terms of further research, the experts recommended product-specific research that would demonstrate the effectiveness of visual cues in addressing product misselection and misuse. They also suggested an exploration into the effectiveness of specific iconography that would be associated to types of warnings or products.

— Summary of Learnings

Over the course of the forum, several key themes consistently emerged in the expert panel discussions. The following learnings do not point to specific recommendations, but instead capture the broader issues at play in promoting the appropriate selection and use of non-prescription drugs and natural health products and tend to highlight more structural or system-wide considerations that should be taken into account.

Understanding Self-Care Cultures

There was a general agreement among the expert panel that greater research was needed to better understand the current and evolving nature of self-care and the emergence of cultural differences that manifest in the practice of self-care. Experts noted in particular that more primary research was needed into different cultures of self-care in order to better understand and design for current and future need-states.

Promoting Informed Decision-making

There was a general agreement among the expert panel regarding consumer empowerment and informed decision-making in the self-care space. Experts noted that public education is a core aspect in supporting consumers to take control over their own health, which includes helping consumers develop the critical awareness and capacity to make informed choices and responsible decisions in selecting and using non-prescription drugs and natural health products. For instance, some of the experts felt it was important for consumers to understand communicating that there are different regulatory bodies governing different product types.

The panel emphasized the importance of targeting youth in particular, when it comes to public education initiatives in order to assist them in developing good habits and make informed decisions at a young age. It was stated that evidence suggests that communications or recommendations are more impactful when reasons are attached to directions. In effect, when consumer understood why they should do something in addition to what they should do, they were more likely to comply.

Recognizing Context

There was a general agreement among the expert panel that there should be a greater consideration of context when it comes to designing strategies and interventions that promote the appropriate selection and use of non-prescription drugs and natural health products. This includes accounting for the differences in point-of-sale (i.e. retail environments, online environments), type of product (i.e. natural health products, non-prescription drugs), and type of decision being made (i.e. purchase decision, consumption decision).

Experts also noted it is important to take into account certain decision-making biases that occur in different context and situations (i.e. being healthy, experiencing a minor ailment occasionally, experiencing a chronic ailment), specifically, the tendency to underestimate potential long-term implications and overestimate short-term benefits or gains.

Finally, the experts felt that decisions about the regulations governing non-prescription drugs and natural health products should be placed in the greater context of the much higher risks involved in other drug and product categories and handled accordingly.

Focusing on Experience

There was a general agreement among the expert panel around the importance of the experience (i.e. aesthetically, behaviourally) when it comes to selecting, purchasing, and use natural health products and non-prescription drugs. It was emphasized that measures should be taken to ensure consumers behave appropriately without having to process difficult and detailed information.

This could be accomplished through making the selection, purchasing and use experience more intuitive and empathetic. Experts noted this involved designing the interaction experiences (i.e. point-of-sale, packaging, product) in ways that adapt to consumers' existing behaviours and expectations, rather than forcing behaviour changes in overt, disruptive, and challenging ways. The use of white space on packaging was viewed as a particularly important design consideration to increase information uptake and improve information processing. It was noted by experts that the more information that is on packaging, the less likely consumers will read it. Likewise, the more complex a label becomes (i.e. innovative peel-back labels) reduces the willingness of consumers to engage with it.

Using Consumer Co-creation

There was a general agreement among the expert panel about the use of participatory action research or similar research methodologies that directly involve the consumer in the design and development of the packaging. It was stated that conventional focus groups, user testing, and other types of consumer engagement are valuable in identifying problems but could be used more effectively to help design solutions in a collaborative way. The importance of designing for outliers or difficult problem sets (i.e.

specific demographics, types of ailments, types of misselection or misuse) in a co-creation context was noted as a key focus area.

Harnessing Technology

There was a general agreement among the expert panel that technology—and digital interfaces, in particular—will play a critical role in promoting the appropriate selection and use of non-prescription drugs and natural health products. This space should be explored further as a cost-effective way to solve current labelling issues and scale information diffusion, since hard media formats (i.e. product packaging) are less flexible and adaptable.

It was stated that because much of the science and information about non-prescription drugs and natural health products is constantly evolving and changing, addressing misuse and misselection requires the application of dynamic media technologies, such as digital interventions (i.e. QR codes, augmented reality, RFID) to make relevant content more widely accessible. Experts noted that digital literacy across demographics was a concern, but not perceived to be a significant barrier.

Ensuring Privacy & Security

There was a general agreement among the expert panel that as more technology is used to personalize a consumer's interaction with non-prescription drugs and natural health products (i.e. tailoring warnings, risks, recommendations, other content), and more data about individual users becomes available (health history, allergies, medication use, social behaviours, lifestyle factors, purchase patterns), privacy and data security becomes a concern. It was noted that the issue of security is an important overlay as health and medical information becomes digitized, but that the reliability of data and information gaps across disintegrated platforms could emerge as an issue (i.e. different HCPs, different points-of-sale).

Advancing Sustainability

There was a general agreement among the expert panel that eco-friendly and environmentally sustainable packaging should be a priority among policy makers in the natural health product and non-prescription drug space. It was stated that packaging types (i.e. green packaging, conventional packaging) influence purchasing behaviour at point of selection among eco-conscious consumers. Experts also noted that environmentally sustainable packaging had implications on packaging and label size and orientation, potentially opening up new design opportunities to better promote the appropriate selection and use of non-prescription drugs and natural health products.

— Methodology

This report represents a briefing of the forum proceedings and the activities involved determining and developing the recommendations outlined above. The two-day forum consisted of a series of interactive workshop exercises, described as follows:

1. **Ideating** and generating recommendations through a series of facilitated solutioning activities using different stimuli and information sources
 - / Research presentations from five experts of the nine-person expert panel
 - / The application of design principles and user stories as inspiration during brainstorming around the research question
 - / Outcomes: 77 Recommendation capture cards on gallery
 - 20 Labelling recommendations or solutions
 - 42 Non-labelling recommendations or solutions
 - 15 Hybrid recommendations or solutions
2. **Refining** and qualifying recommendations through a series of facilitated prioritization exercises
 - / The synthesis and clustering of initial recommendations based on common themes and insights
 - / The evaluation of recommendations through a 2-axes prioritization matrix based on level of support and actionability
 - / Outcomes: 28 Recommendation refinement cards
3. **Validating** and ratifying final recommendations through an open voting process
 - / The detailing of recommendations by the expert panel
 - / Independent and impartial voting on recommendations by the expert panel
 - / Outcomes: Five final validated recommendations

The final recommendations outlined above represented the highly supported and highly actionable ideas and concepts developed during the forum. They were critically assessed throughout this process during recommendation refinement and recommendation validation using the following evaluation criteria:

- / **Clear:** Is the language of the recommendation understandable and free of ambiguity?
- / **Supported:** Is there an evidentiary basis for the effectiveness of this recommendation?
- / **Actionable:** Is the recommendation directive, and can it be implemented under reasonable circumstances?

Pre-Forum Research

In preparation of the Labelling Research Forum, Idea Couture compiled a pre-forum information package that was distributed to the expert panel, attending observers, and the project working group. It was primarily developed through a foresight research framework and included a synthesis of primary and secondary desk research, a literature review, subject-matter expert interviews, and horizon scanning. The focus of these exercises included self-care, labelling and packaging, consumer behaviours, retail and commercial trends, interaction design, design thinking, and behavioural science and economics.

- / **Literature Review:** During this process Idea Couture evaluated and synthesized over 70 pieces of existing research material and content.
- / **Subject-matter Expert Interviews:** During this process Idea Couture conducted ten in-depth interviews in 30-60-minute sessions.
- / **Horizon Scanning:** During this process, Idea Couture developed four emerging design principles, each consisting of three examples of emerging indicators of broader changes taking place.

The results of these activities were consolidated into the pre-forum information package, and included personas, user stories, design principles, and signals of emerging change. The outcomes were designed to socialize critical materials and insights to the participants, but also act as inspiration, stimulus, and tools for ideation that go beyond abstract data and make some of the key insights more accessible.

— Participants

Expert Panel

To meet the objectives of the forum, the working group consulted and engaged with subject-matter and industry experts as primary actors of the process. The group includes scholars, academics, and professionals in the fields of communications and market research, consumer product research, pharmacy, nursing, and regulation, with particular expertise in the areas of healthcare, medication adherence and error, self-care, consumer decision-making, non-prescription drugs, and natural health products. The expert panel participated in one-on-one in-depth interviews prior to the forum and were active participants during the forum.

Concentrics Research

1. Julie Aker – President & CEO
 - / Julie Aker, MT(ASCP) is the President and CEO at Concentrics Research and provides consultation in the areas of regulatory and program strategy for new OTC and RX development programs for drugs and devices. Julie has been involved in over 600 consumer behaviour studies and is often a key speaker at industry trade meetings (Consumer Healthcare Products Association), with regulatory authorities in the US and ROW, sponsors and industry meetings (e.g. RAPS, DIA, etc.) and key agencies such as FDA, CDC, NIH, Health Canada, Consumer Health Products Canada, and MHRA.

University of Manitoba

2. Lynda Balneaves – Associate Professor, College of Nursing
 - / Dr. Balneaves is an Associate Professor in the College of Nursing, Rady Faculty of Health Sciences at the University of Manitoba. Previously, she has held academic positions at the University of Toronto and the University of British Columbia. Her research program has focused on the use of complementary therapies in the context of cancer and the development and evaluation of knowledge translation and decision support interventions for individuals living with cancer and oncology health professionals. She also engages in health policy and access research related to medical and non-medical cannabis. Currently, Lynda is the President of the Society for Integrative Oncology (SIO) and is Deputy Director of the Canadian Consortium for the Investigations of Cannabinoids (CCIC).

University of Toronto

3. Heather Boon – Vice-Provost, Faculty and Academic Life

- / Heather Boon BScPhm, PhD is Professor and Vice-Provost Faculty and Academic Life at the University of Toronto. Her research focuses on the safety, efficacy and regulation of natural health products and traditional medicines as well as how these are integrated (or not) in the Canadian health care system.
 - Note: Heather Boon was involved in the expert interviewing process, but was not able to attend the Labelling Research Forum and was not included in the voting consensus process

Pfizer Consumer Healthcare

4. Kristen Brinkdopke – Senior Manager, Products Research

- / Kristen works in Products Research for Pfizer Consumer Healthcare. She focuses on employing behavioural science techniques to study consumers' interactions with over the counter products and recommend solutions to improve the safe and effective use of the products. Kristen's education includes a Bachelor's degree in Chemical Engineering and a Master's degree in Business Administration from the University of Toledo. She has over 15 years of professional experience working with consumers and studying their interactions with consumer goods, spanning across multiple regulatory categories and product forms.

Duquesne University

5. Karen Donovan – Associate Dean, Graduate Programs & Executive Education

- / Dr. Karen Russo Donovan is Associate Dean for Graduate Programs and Associate Professor of Marketing at Duquesne University. She holds an MBA and a Ph.D. in marketing from the University of Pittsburgh. Dr. Donovan's research examines the intersection of marketing and public policy focusing on consumer perceptions, information processing, marketplace power and access. Her research has appeared in *Journal of Consumer Research*, *Journal of Public Policy & Marketing*, and *Journal of Consumer Affairs* among other scholarly outlets.

West Virginia University

6. Paula Fitzgerald – Professor of Marketing

- / Dr. M. Paula Fitzgerald is the Nathan Haddad Professor of Business Administration at West Virginia University. Dr. Fitzgerald's current work focuses on consumer power and access in the marketplace, usually with a marketing and public policy lens. Her research includes the impact of state and federal religious freedom regulations on consumer access to products and services, understanding the lay and formal theory behind the healthcare debate, and consumer confusion arising from dietary supplement labeling. She serves on the Editorial Review Boards of Journal of Public Policy & Marketing and Journal of Consumer Affairs. Dr. Fitzgerald is the faculty liaison for the nationally-recognized West Virginia University Center of Excellence in Women's Health, an expert organization in rural women's health.

University of Waterloo

7. Nardine Nakhla – Clinical Lecturer, School of Pharmacy

- / Dr. Nakhla is a community pharmacist and academic with a keen interest in minor ailments and self-care. As a faculty member at the University of Waterloo School of Pharmacy, Dr. Nakhla has spent the past decade designing and delivering education on the assessment of self-treating patients and the management of minor ailments using nonprescription medicines. She has authored three chapters for the Canadian Minor Ailments reference & writes about current over-the-counter issues for the CanadianHealthcareNetwork.

Redfern Research

8. Martin Redfern – Research Consultant

- / Martin has 26 years of experience in the public affairs and market research industry, including seven years at Ipsos-Reid where he was a Vice President in the Public Affairs Group and 15 years at the helm of his own company. He specializes in research and questionnaire design as well as analysis of quantitative, qualitative and hybrid data. He is also an accomplished focus group moderator having conducted hundreds of discussion groups during his career.

Michael J. Smith Assoc.

9. Michael Smith – Consultant

- / Michael Smith works as a consultant in Natural Health Products in both the private and public sector in North America and overseas. In addition, he is an Adjunct Professor at National Center for Natural Products Research, University of Mississippi and an Adjunct Fellow at the National Institute of Complementary Medicine, University of Western Sydney. He sits on a number of advisory boards and is the author or co-author of numerous peer-reviewed papers as well as three books.

University of Saskatchewan

10. Jeff Taylor – Associate Professor, Pharmacy and Nutrition

- / Jeff Taylor is a pharmacist/academic with interest in OTCs and minor ailments at the community pharmacy level. Taylor has enjoyed 25 years of teaching future pharmacists about minor ailments, trying new techniques (including a self-created information/graphic databank for actual consults). Research has focused on consumers interfacing with pharmacists for minor ailments, producing work on how often the public interacts, reasons for not asking for help, the art and science of OTC counselling, and how side effects might impact drug selection. He has authored chapters for the Canadian self-care reference and has presented at meetings on this issue. He spent several years on committees relative to OTC medicines: The Nonprescription Medicines Academy (USA), the Scientific Advisory Committee on Nonprescription Drugs (Health Canada), and the National Drug Scheduling Advisory Committee (Vice-Chair and Chair).

Attending Observers

In order to ensure transparency and integrity of the process, the working group invited key stakeholders and representatives from relevant bodies and organizations to observe the proceedings. The attending observers were provided the opportunity to raise questions for clarity, though did not actively participate in the session activities or influence the outcomes in any direct manner. Note that not all observers attended all the sessions across the two days.

Bayer Inc.

1. Wendy Arnott – VP & Head, Regulatory Affairs Canada

Canadian Natural Products Association

2. Julie Seguin – Regulatory Affairs Manager

Consumer Healthcare Products Association

3. Marcia Howard – Vice President, Regulatory & Scientific Affairs

Council for Responsible Nutrition

4. Jim Griffiths – VP, Scientific & International Affairs

Health Canada – Consumer Health Product Modernisation

5. Holly Hutchings – Senior Policy Advisor

Health Canada – Marketed Health Products Directorate

6. Patricia Carruthers-Czyzewski – Acting Manager, Patient Safety and Risk Communications Section
7. Helene Perrier – Patient Safety Specialist

Health Canada – Natural and Non-prescription Health Products Directorate

8. Jason DiMuzio – Label Review Coordinator

Health Canada – Policy, Planning and International Affairs Directorate

9. Maria Sultan-Khan – Policy Analyst

Minister of Health Office

10. Travis Gordon – Policy Advisor

Pfizer Consumer Healthcare

11. Michèle Kay – Director, Regulatory Affairs Canada

Treasury Board Secretariat

12. Varuna Sahgal – Senior Advisor

World Self-Medication Industry

13. Judy Stenmark – Director General

Project Working Group

The working group consists of a coalition of organizations that were responsible for establishing the problem statement, research questions, and ultimately initiating the project. The project working group were provided the opportunity to raise questions for clarity, though did not actively participate in the session, nor influence the outcomes in any direct manner.

Canadian Health Food Association

1. Helen Long – President
2. Adam Gibson – Director, Policy and Regulatory Affairs
3. Krista Jajko – Manager, Regulatory Affairs

Consumer Health Products Canada

4. Karen Proud – President
5. Gerry Harrington – Vice President, Policy & Regulatory Affairs
6. Kristin Willemsen – Director, Scientific & Regulatory Affairs

Food & Consumer Products of Canada

7. Michi Furuya Chang – Senior Vice President, Public Policy & Regulatory Affairs
8. Susan Abel – Vice President, Safety & Compliance

Retail Council of Canada

9. Cory Anderson – Manager, Government Relations and Regulatory Affairs
10. Avery Bruenjes – Policy Analyst, Government Relations and Regulatory Affairs

Facilitation Team

Idea Couture is a strategic innovation and experience design firm based out of Toronto, and was responsible for planning, organizing, and facilitating the Labelling Research Forum. Idea Couture conducted the background research and expert interactions independently and designed and produced the full two-day session. The facilitation team guided the expert panel through the materials and activities, though did not influence the outcomes in any direct manner, beyond facilitating the discussions among the subject-matter and industry experts.

Idea Couture

11. Jayar La Fontaine – Head of Futures
12. Kyle Brown – Senior Foresight Strategist
13. Kaianne Sie-Mah – Senior Innovation Analyst
14. Corey Wu – Innovation Analyst