



Bay Adelaide Centre – East Tower
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Lad Kucis

Partner

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Expertise

Health Law

Litigation and Dispute Resolution

Education

- Osgoode Hall Law School, LL.B., 2000
 - University of Toronto, B.A., 1997
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Bar Admission

- Ontario, 2002

Executive Summary

Lad is certified by the Law Society of Ontario as a Specialist in Health Law and provides advice and representation to health sector clients on a wide range of regulatory matters.

A key aspect of Lad's practice involves assisting all types of regulated health professionals* in proceedings before their regulatory colleges, including registration, complaints, investigations, discipline and reviews/appeals.

Lad also advises retirement home and long-term care home licensees regarding all aspects of their operations, including the preparation of policies and procedures; resolving issues with residents; and ensuring compliance with the requirements of applicable legislation and the rules established by their regulators.

As part of his practice, Lad also possesses significant experience assisting health sector clients with health privacy matters, including meeting the requirements of the Personal Health Information Protection Act, 2004 (PHIPA) and constantly evolving privacy standards.

Lad is also well-versed in hospital matters, including assisting physicians in hospital privileges disputes and advising medical staff associations. Over the years, Lad has also developed expertise in assisting regulated health professionals and health clinics with insurance audits and de-listing matters, including appeals of de-listing decisions.

As an authority in the field of health law, Lad is a frequent commentator, author and speaker on a variety of health law topics, including new legislation and other legal developments in the health sector.

Lad is also recognized by "Best Lawyers in Canada" in the field of Health Law.

The following are some of the regulated health professionals that Lad represents:

- audiologists
- chiroprapodists
- chiropractors
- dental hygienists
- dentists
- massage therapists
- naturopathic doctors
- nurses
- veterinarians
- opticians
- optometrists
- pharmacists
- physicians
- physiotherapists
- psychologists
- psychotherapists
- traditional Chinese medicine practitioners

Lad also assists a number of other regulated professionals, including architects, engineers, lawyers, and early childhood educators, in matters before their regulatory bodies. He has also become involved in the growing area of sports complaints, where he has acted for coaches and other persons facing complaints.



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Representative Work

- Advising an association of pharmacists regarding their legal and professional obligations flowing from the wind-down of retail pharmacy chain
- Advising a health professional association regarding billing issues applicable to members of their profession
- Preparing a Code of Conduct for a licensee that operates retirement homes and long-term care homes
- Successfully representing a medical device manufacturer in a matter before Health Canada
- Preparing a Privacy Breach Protocol for a health sector organization
- Acting as Amicus Curiae counsel in a Discipline Committee hearing at a health professions college

Blogs

- Responding to Complaints Before the College of Chiropractors of Ontario (COCOO): A Defence Lawyer's Perspective - February 4, 2025
- Ontario Government Introduces Plan to Connect All Ontarians with Primary Care - January 28, 2025
- HPARB Complaint Reviews: 5 Tips for Regulated Health Professionals - January 20, 2025
- Provincial Health Care Plans to Include Services Provided by Non-Physician Health Professionals - January 14, 2025
- HPARB Declares ICRC Decision Unreasonable for Preferring Account of Complainant [Free v. Guertin (2025)] - January 13, 2025
- Complaint Reviews at the Health Professions Appeal and Review Board (HPARB): The Essential Information (2025 Update) - January 6, 2025
- Ontario (College of Chiropractors of Ontario) v De Leon, 2024 ONCOCO 7 (CanLII) Motion Denied to Disqualify Legal Counsel For A Conflict of Interest - December 3, 2024
- The Ownership and Operation of Health Clinics by Non-Health Professionals: The Case for Registration - November 14, 2024
- The Importance of Professionalism in Complaint Responses - June 6, 2024
- Follow-Up CBC Report Outlines Corporate Pressure Exerted by Shoppers Drug Mart - March 15, 2024
- Discipline Matters Before the Ontario College of Pharmacists (OCP): A Defence Lawyer's Perspective - March 11, 2024
- CBC Report Outlines Corporate Pressure by Shoppers Drug Mart: How will this Impact Pharmacists? - February 29, 2024
- Discipline Matters Before the College of Chiropractors of Ontario (CCO): A Defence Lawyer's Perspective - February 26, 2024
- Top 10 List: What Health Professionals Need to Know About Discipline Committee Hearings - February 21, 2024
- The "Independent Third Party": The New Structure for Hockey Canada Complaints - November 9, 2023



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- Insurer De-Listing: The Hidden Penalty of a Health Professions' Discipline Committee Finding - December 12, 2022
- Responding to Complaints Before the College of Chiropractors of Ontario: A Defence Lawyer's Perspective - December 8, 2022
- Discipline Committee Hearings Now Broadcast on YouTube - May 25, 2021
- Full Names of Parties Now Published in HPARB Complaint Review Decisions - April 13, 2021
- OCT Changes in Payment Model for Pharmacy Services Provided to Long-Term Care Home Residents - October 27, 2020
- Proposed Legislation Would Shield Retirement Homes and Long-Term Care Homes from COVID-19 Lawsuits - October 21, 2020
- Responding to Complaints Before the College of Veterinarians of Ontario (CVO): A Defence Lawyer's Perspective - January 22, 2020
- Responding to Complaints Before the College of Massage Therapists of Ontario (CMTO): A Defence Lawyer's Perspective - October 23, 2019
- Responding to Complaints Before the College of Audiologists and Speech-Language Pathologists of Ontario A Defence Lawyer's Perspective - October 3, 2019
- Responding to Complaints Before the College of Optometrists of Ontario A Defence Lawyer's Perspective - September 17, 2019
- How the Identities of Health Professionals are Revealed in HPARB Complaint Review Decisions - September 10, 2019
- Responding to Complaints Before the College of Psychologists of Ontario A Defence Lawyer's Perspective - September 4, 2019
- Responding to Complaints Before the Royal College of Dental Surgeons of Ontario: A Defence Lawyer's Perspective - August 26, 2019
- Responding to Complaints Before the Ontario College of Pharmacists: A Defence Lawyer's Perspective - August 21, 2019
- Discipline Matters Before the College of Dental Hygienists of Ontario (CDHO): A Defence Lawyer's Perspective - August 13, 2019
- The New FSRA and its Potential Impact on Licensed Service Providers in the Health Care Sector - July 22, 2019
- CPSO Commences Investigations Into Physicians Prescribing High Doses of Opioids - November 29, 2016
- Ontario to Stop Paying for High-Dose Opioids - July 27, 2016

Articles

- Privacy Considerations Involving Website Contact Forms, Registered Massage Therapists' Association of Ontario - 4/9/2025
- Frequently Asked Legal Questions from RMTs - 02/19/2025
- Insurer De-Listing: An Overview for Health Care Providers - 5/14/2024
- Complaint Reviews at the Health Professions Appeal and Review Board (HPARB) - 7/26/2019



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- Removing Information from the Public Register - A Guide for Regulated Health Professionals - 5/16/2019
- Key Changes to the Regulated Health Professions Act: A Primer for Ontario Dentists - 10/9/2018
- Key Changes to the RHPA – Important Information for Criminal Lawyers Acting for Health Professionals - 9/10/2018
- Key Changes to the RHPA – A Primer For Regulated Health Professionals - 6/6/2018
- The Protecting Patients Act, 2017 – The Essentials for Regulated Health Professionals - 7/19/2017
- Expansion of the CCO Public Register, *ON Chiropractic* - Spring 2017 - 4/4/2017
- The Privacy Breach Protocol: An Essential Tool for all Senior's Homes - 12/9/2016
- The Expansion of the CPO Public Register – And What it Means for Physiotherapists - 10/17/2016
- The Expanding List of Concerns on the OCP Public Register – A Summary of Information to be Posted and What it Means for Pharmacists - 9/7/2016
- New Information to be Placed on CMTO Public Register – A Summary of the Changes and their Impact on RMTs - 6/29/2016
- Background Screening and Offence Declarations: An Overview For Retirement Home Operators - 6/23/2015
- Overview of RHPA Complaints Process - 6/27/2014
- Rent Control & Retirement Homes: Why Newer is Better - 6/18/2014
- Overview of RHRA Inspections - 5/25/2014
- Regulatory Changes Create New Fire Safety Requirements for Retirement Homes - 1/14/2014
- Retirement Homes Act, 2010: Final Phase of Implementation - 12/19/2013

Presentations

- Registration with the Health Professions Colleges, Osgoode Certificate Program in Professional Regulation & Discipline in the Ontario Health Care Sector - November 8, 2023.
- Client Health Records: A Primer for Registered Massage Therapists (Webinar), Registered Massage Therapists Association of Ontario – May 7, 2019
- Informed Consent (Seminar Leader), University of Toronto, Faculty of Medicine – January 26, 2018 and January 18, 2016
- Advocacy Before the Health Professions Appeal and Review Board (Panel Member), Advocates' Society Program: Health Law Litigation – November 13, 2017
- Medical Legal Issues Program (Seminar Leader), University of Toronto, Faculty of Medicine – September 7, 2017, September 8, 2016, September 10, 2015 and September 5, 2013
- Changes to the CCO Public Register and Potential Implications for Chiropractors (Webinar), Ontario Chiropractic Association – April 19, 2017
- Examining the Risk of Harm Disclosure Exception, Osgoode Hall Law School Professional



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Development Program: 2017 Legal Guide to Privacy & Information Management in Healthcare – April 10, 2017

- Regulation of Dental Hygienists in the Province of Ontario, Toronto College of Dental Hygiene and Auxiliaries – February 21, 2017
- Overview of Health Law Issues – University of Waterloo, School of Optometry and Vision Science – January 20, 2017
- Overview of the Various Legislative and College Requirements Placed on Chiropractors in Ontario, (Webinar), Ontario Chiropractic Association – October 19, 2016.
- Overview of Health Professional Regulation, Health Privacy and Business Issues Relevant for New Dental Hygienists: Toronto College of Dental Hygiene and Auxiliaries – May 17, 2016.
- Examining the Risk of Harm Disclosure Exception, Osgoode Hall Law School Professional Development Program: 2016 Legal Guide to Privacy & Information Management in Healthcare – April 13, 2016.
- Overview of the Personal Health Information Protection Act, 2004 (Webinar), Ontario Chiropractic Association – March 30, 2016
- Overview of the proposed Electronic Health Record under Bill 119 (Webinar), Ontario Chiropractic Association – March 1, 2016
- Regulation of Optometrists & Business Issues Relevant for New Graduates – University of Waterloo, School of Optometry and Vision Sciences – January 27, 2016
- Regulation of Massage Therapists, Canadian College of Massage and Hydrotherapy – November 25, 2015
- Responding to Complaints in Light of New Transparency Measures, Pot Pourri of Medico-Legal Cases, Medico Legal Society of Toronto – September 30, 2015
- Regulatory and Business Issues Affecting Dental Hygienists, Toronto College of Dental Hygiene & Auxiliaries – August 11, 2015 and November 11, 2014
- Participant in Roundtable Discussion re Changes to Sexual Abuse Provisions in the RHPA – May 12, 2015
- Regulation and Discipline in the Health Care Sector (Penalty Hearing & Appeals), Osgoode Professional Development Certificate Program – June 10, 2014
- Discipline Committee Demonstration, College of Massage Therapists of Ontario – April 4, 2014
- Implementation of the Retirement Homes Act, 2010, Gardiner Roberts Breakfast Seminar for Retirement Homes Operators – November 20, 2013
- Hospital Privileging and Physician Rights, Emergency Department Administration Conference – November 7-8, 2013
- Medical Legal Issues Program (Keynote Lecture), University of Toronto, Faculty of Medicine – September 5, 2013
- Debate on Advertising Standards, College of Physiotherapists of Ontario – May 13, 2013



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Quoted

- Interview Discussing Canadian World Junior Hockey Sexual Assault Case, *Newstalk 1010*, with Deb Hutton – February 5, 2024
- Vaccinate or Mask Policy Struck Down by Ontario Arbitrator, *Canadian HR Reporter Weekly* – October 24, 2018
- Be Ever Vigilant – *Massage Therapy Canada* – Summer 2018
- Ruling Favours Protecting Safety of Women in Sexual Misconduct Allegations, *Canadian Lawyer and Law Times* – April 26, 2016
- Nurses Win Dispute Over Vaccinate-or-Mask Policy, *Canadian Lawyer* – September 21, 2015
- Canadian Medical Schools Shed U.S. Review, *Lawyers Weekly* – July 13, 2015
- Hospital Class Action Informed by Intrusion Upon Seclusion Case, *Canadian Lawyer* – July 4, 2014

Recognition

- Certified by the Law Society of Ontario as a Specialist in Health Law
- Best Lawyers in Canada, (Health Care Law) – 2017-2025
- Post City Magazine, Toronto's Top Lawyers 2022 and 2024 (Health Care Law)

Professional Involvement

- Ontario Bar Association, Health Law Section
- Medico-Legal Society of Toronto
- Ontario Retirement Communities Association

Community Involvement

- Commissioner, Toronto Lawyers' Touch Football League
- Coach, Leaside Baseball Association
- Volunteer, Leaside Hockey Association