

Lad Kucis

Partner

Get in touch

 <https://www.linkedin.com/in/lad-kucis/>

 lkucis@grllp.com

 <https://grllp.com/lkucis>

 416.864.3114  416.865.6636



Executive summary

Lad is certified by the Law Society of Ontario as a Specialist in Health Law and advises health sector clients on a wide range of regulatory and compliance matters. His practice is focused on helping clients navigate complex regulatory environments with clarity and confidence.

A significant part of Lad's practice involves representing regulated health professionals in proceedings before their regulatory colleges, including registration issues, complaints, investigations, discipline matters, and reviews or appeals. He is known for his clear, strategic guidance in high-stakes regulatory matters.

Lad regularly represents the following regulated health professionals:

- Audiologists
- Chiroprodists
- Chiropractors
- Dental hygienists
- Dentists
- Massage therapists
- Naturopathic doctors
- Nurses
- Veterinarians
- Opticians
- Optometrists
- Pharmacists
- Physicians
- Physiotherapists
- Psychologists
- Psychotherapists
- Traditional Chinese medicine practitioners

Lad also advises retirement home and long-term care home licensees on all aspects of their operations, including policy and procedure development, resident-related issues, and compliance with applicable legislation and regulatory requirements. His work helps operators navigate

EDUCATION

Osgoode Hall Law School, LLB, 2000
University of Toronto, BA, 1997

BAR ADMISSION

Ontario, 2002

evolving regulatory expectations with confidence.

He has extensive experience assisting health sector clients with health privacy matters, including compliance with the *Personal Health Information Protection Act, 2004 (PHIPA)* and emerging privacy standards. Lad regularly helps organizations balance operational realities with privacy and data protection obligations.

Lad is well versed in hospital-related matters, including physician hospital privileges disputes and advising medical staff associations. He also brings significant expertise in assisting regulated health professionals and clinics with insurance audits and de-listing matters, including appeals of de-listing decisions.

Recognized as an authority in health law, Lad is a frequent author, speaker, and commentator on legislative and regulatory developments affecting the health sector. He is also recognized by *Best Lawyers in Canada* in the field of Health Law.

In addition, Lad assists other regulated professionals, including architects, engineers, lawyers, and early childhood educators, in matters before their regulatory bodies. He is also active in the growing area of sports-related complaints, where he has represented coaches and other individuals facing regulatory proceedings.

Expertise

Health

Litigation & Dispute Resolution

Representative work

- Representing a group of regulated health professions challenging proposed regulatory changes
- Successfully representing a Designated Manager in an Ontario College of Pharmacists Investigation
- Assisting a hospital department regarding billing-related concerns
- Preparing a full package of residency documentation for a retirement home operator
- Providing advice to a generic drug manufacturer regarding compliance issues

Insights

Publications

Responding to Complaints Before the College of Chiropodists of Ontario (COCOO):
A Defence Lawyer's Perspective - 4 February 2025

Ontario Government Introduces Plan to Connect All Ontarians with Primary Care -
28 January 2025



Bay Adelaide Centre — East Tower
22 Adelaide Street West, Suite 3600
Toronto, ON M5H 4E3

Phone: 416.865.6600
Fax: 416.865.6636
contactGR@grllp.com

HPARB Complaint Reviews: 5 Tips for Regulated Health Professionals - 20 January 2025

Provincial Health Care Plans to Include Services Provided by Non-Physician Health Professionals - 14 January 2025

HPARB Declares ICRC Decision Unreasonable for Preferring Account of Complainant [Free v. Guertin (2025)] - 13 January 2025

Complaint Reviews at the Health Professions Appeal and Review Board (HPARB): The Essential Information (2025 Update) - 6 January 2025

Ontario (College of Chiropractors of Ontario) v De Leon, 2024 ONCOCOO 7 (CanLII) Motion Denied to Disqualify Legal Counsel For A Conflict of Interest - 3 December 2024

The Ownership and Operation of Health Clinics by Non-Health Professionals: The Case for Registration - 14 November 2024

The Importance of Professionalism in Complaint Responses - 6 June 2024

Follow-Up CBC Report Outlines Corporate Pressure Exerted by Shoppers Drug Mart - 15 March 2024

Discipline Matters Before the Ontario College of Pharmacists (OCP): A Defence Lawyer's Perspective - 11 March 2024

CBC Report Outlines Corporate Pressure by Shoppers Drug Mart: How will this Impact Pharmacists? - 29 February 2024

Discipline Matters Before the College of Chiropractors of Ontario (CCO): A Defence Lawyer's Perspective - 26 February 2024

Top 10 List: What Health Professionals Need to Know About Discipline Committee Hearings - 21 February 2024

The "Independent Third Party": The New Structure for Hockey Canada Complaints - 9 November 2023

Insurer De-Listing: The Hidden Penalty of a Health Professions' Discipline Committee Finding 12 December 2022



Bay Adelaide Centre — East Tower
22 Adelaide Street West, Suite 3600
Toronto, ON M5H 4E3

Phone: 416.865.6600
Fax: 416.865.6636
contactGR@grllp.com

Responding to Complaints Before the College of Chiropractors of Ontario: A
Defence Lawyer's Perspective - 8 December 2022

Discipline Committee Hearings Now Broadcast on YouTube - 25 May 2021

Full Names of Parties Now Published in HPARB Complaint Review Decisions - 13
April 2021

OCT Changes in Payment Model for Pharmacy Services Provided to Long-Term
Care Home Residents - 27 October 2020

Proposed Legislation Would Shield Retirement Homes and Long-Term Care
Homes from COVID-19 Lawsuits - 21 October 2020

Responding to Complaints Before the College of Veterinarians of Ontario (CVO): A
Defence Lawyer's Perspective - 22 January 2020

Responding to Complaints Before the College of Massage Therapists of Ontario
(CMTO): A Defence Lawyer's Perspective - 23 October 2019

Responding to Complaints Before the College of Audiologists and Speech-
Language Pathologists of Ontario A Defence Lawyer's Perspective - 3 October
2019

Responding to Complaints Before the College of Optometrists of Ontario A
Defence Lawyer's Perspective - 17 September 2019

How the Identities of Health Professionals are Revealed in HPARB Complaint
Review Decisions - 10 September 2019

Responding to Complaints Before the College of Psychologists of Ontario A
Defence Lawyer's Perspective - 4 September 2019

Responding to Complaints Before the Royal College of Dental Surgeons of
Ontario: A Defence Lawyer's Perspective - 26 August 2019

Responding to Complaints Before the Ontario College of Pharmacists: A Defence
Lawyer's Perspective - 21 August 2019

Discipline Matters Before the College of Dental Hygienists of Ontario (CDHO): A
Defence Lawyer's Perspective - 13 August 2019



Bay Adelaide Centre — East Tower
22 Adelaide Street West, Suite 3600
Toronto, ON M5H 4E3

Phone: 416.865.6600
Fax: 416.865.6636
contactGR@grllp.com

The New FSRA and its Potential Impact on Licensed Service Providers in the Health Care Sector - 22 July 2019

CPSO Commences Investigations Into Physicians Prescribing High Doses of Opioids - 29 November 2016

Ontario to Stop Paying for High-Dose Opioids - 27 July 2016

Articles

Maintaining Accurate and Complete Client Health Records: A Primer for Psychotherapists - 26 May 2026

How to Survive an Insurance Audit: Seven Practical Considerations - 4 May 2026

How to Avoid an Audit from an Extended Health Benefits Insurer: The Top Seven Triggers - 27 April 2026

The Importance of Maintaining Appropriate Patient Health Records - 23 April 2026

How to Reduce the Risk of Sexual Abuse Complaints, Registered Massage Therapists' Association of Ontario - 12 December 2025

Privacy Considerations Involving Website Contact Forms, Registered Massage Therapists' Association of Ontario - 9 April 2025

Frequently Asked Legal Questions from RMTs, Registered Massage Therapists' Association of Ontario - 13 February 2025

Insurer De-Listing: An Overview for Health Care Providers - 14 May 2024

Complaint Reviews at the Health Professions Appeal and Review Board (HPARB) - 26 July 2019

Removing Information from the Public Register - A Guide for Regulated Health Professionals - 16 May 2019

Key Changes to the Regulated Health Professions Act: A Primer for Ontario Dentists - 9 October 2018



Bay Adelaide Centre — East Tower
22 Adelaide Street West, Suite 3600
Toronto, ON M5H 4E3

Phone: 416.865.6600
Fax: 416.865.6636
contactGR@grllp.com

Key Changes to the RHPA – Important Information for Criminal Lawyers Acting for Health Professionals - 10 September 2018

Key Changes to the RHPA – A Primer For Regulated Health Professionals - 6 June 2018

The Protecting Patients Act, 2017 – The Essentials for Regulated Health Professionals - 19 July 2017

Expansion of the CCO Public Register, ON Chiropractic - Spring 2017 - 4 April 2017

The Privacy Breach Protocol: An Essential Tool for all Senior's Homes - 9 December 2016

The Expansion of the CPO Public Register – And What it Means for Physiotherapists - 17 October 2016

The Expanding List of Concerns on the OCP Public Register – A Summary of Information to be Posted and What it Means for Pharmacists - 7 September 2016

New Information to be Placed on CMTO Public Register – A Summary of the Changes and their Impact on RMTs - 29 June 2016

Background Screening and Offence Declarations: An Overview For Retirement Home Operators - 23 June 2015

Overview of RHPA Complaints Process - 27 June 2014

Rent Control & Retirement Homes: Why Newer is Better - 18 June 2014

Overview of RHRA Inspections - 25 May 2014

Regulatory Changes Create New Fire Safety Requirements for Retirement Homes - 14 January 2014

Retirement Homes Act, 2010: Final Phase of Implementation - 19 December 2013

Retirement Homes Act, 2010: Implementation Schedule Released - 25 May 2012

A New Era of Accountability for Hospitals and Physicians - The Impact of the Rosenhek v. Windsor Regional Hospital Decisions - 23 May 2010



Bay Adelaide Centre — East Tower
22 Adelaide Street West, Suite 3600
Toronto, ON M5H 4E3

Phone: 416.865.6600
Fax: 416.865.6636
contactGR@grllp.com

Presentations

Recordkeeping Requirements for RMTs (Webinar), Registered Massage Therapists' of Ontario – 16 April 26

Registration with the Colleges (Speaker), Osgoode Certificate in Professional Regulation and Discipline in the Health Care Sector – 4 November 2025

Registration with the Health Professions Colleges, Osgoode Certificate Program in Professional Regulation & Discipline in the Ontario Health Care Sector – 8 November 2023

Client Health Records: A Primer for Registered Massage Therapists (Webinar), Registered Massage Therapists Association of Ontario – 7 May 2019

Informed Consent (Seminar Leader), University of Toronto, Faculty of Medicine – 26 January 2018 and January 2016

Advocacy Before the Health Professions Appeal and Review Board (Panel Member), Advocates' Society Program: Health Law Litigation – 13 November 2017

Medical Legal Issues Program (Seminar Leader), University of Toronto, Faculty of Medicine – 7 September 2017, 8 September 2016, 10 September 2015 and 5 September 2013

Changes to the CCO Public Register and Potential Implications for Chiropractors (Webinar), Ontario Chiropractic Association – 19 April 2017

Examining the Risk of Harm Disclosure Exception, Osgoode Hall Law School Professional Development Program: 2017 Legal Guide to Privacy & Information Management in Healthcare – 10 April 2017

Regulation of Dental Hygienists in the Province of Ontario, Toronto College of Dental Hygiene and Auxiliaries – 21 February 2017

Overview of Health Law Issues – University of Waterloo, School of Optometry and Vision Science – 20 January 2017



Bay Adelaide Centre — East Tower
22 Adelaide Street West, Suite 3600
Toronto, ON M5H 4E3

Phone: 416.865.6600
Fax: 416.865.6636
contactGR@grllp.com

Overview of the Various Legislative and College Requirements Placed on
Chiropractors in Ontario, (Webinar), Ontario Chiropractic Association – 19 October
2016

Overview of Health Professional Regulation, Health Privacy and Business Issues
Relevant for New Dental Hygienists: Toronto College of Dental Hygiene and
Auxiliaries – 17 May 2016

Examining the Risk of Harm Disclosure Exception, Osgoode Hall Law School
Professional Development Program: 2016 Legal Guide to Privacy & Information
Management in Healthcare – 13 April 2016

Overview of the Personal Health Information Protection Act, 2004 (Webinar),
Ontario Chiropractic Association – 30 March 2016

Overview of the proposed Electronic Health Record under Bill 119 (Webinar),
Ontario Chiropractic Association – 1 March 2016

Regulation of Optometrists & Business Issues Relevant for New Graduates –
University of Waterloo, School of Optometry and Vision Sciences – 27 January
2016

Regulation of Massage Therapists, Canadian College of Massage and Hydrotherapy
– 25 November 2015

Responding to Complaints in Light of New Transparency Measures, Pot Pourri of
Medico-Legal Cases, Medico Legal Society of Toronto – 30 September 2015

Regulatory and Business Issues Affecting Dental Hygienists, Toronto College of
Dental Hygiene & Auxiliaries – 11 August 2015 and 11 November 2014

Participant in Roundtable Discussion re Changes to Sexual Abuse Provisions in
the RHPA – 12 May 2015

Regulation and Discipline in the Health Care Sector (Penalty Hearing & Appeals),
Osgoode Professional Development Certificate Program – 10 June 2014

Discipline Committee Demonstration, College of Massage Therapists of Ontario –
4 April 2014



Bay Adelaide Centre — East Tower
22 Adelaide Street West, Suite 3600
Toronto, ON M5H 4E3

Phone: 416.865.6600
Fax: 416.865.6636
contactGR@grllp.com

Implementation of the Retirement Homes Act, 2010, Gardiner Roberts Breakfast Seminar for Retirement Homes Operators – 20 November 2013

Hospital Privileging and Physician Rights, Emergency Department Administration Conference – 7-8 November 2013

Medical Legal Issues Program (Keynote Lecture), University of Toronto, Faculty of Medicine – 5 September 2013

Debate on Advertising Standards, College of Physiotherapists of Ontario – 13 May 2013

Blogs

Responding to Complaints Before the College of Nurses of Ontario (CNO)

8 April 2026

Responding to Complaints Before the College of Registered Psychotherapists of Ontario (CRPO): A Defence Lawyer's Perspective

27 January 2026

Discipline Tribunal Sets Aside Allegations of Professional Misconduct Against Chiropracist

9 January 2026

The Importance of Legal Defence Insurance for Regulated Health Professionals

2 April 2025

The Role of Medical Staff Associations at Public Hospitals

28 March 2025

The Complaint Process Before the College of Massage Therapists of Ontario (CMTO): What RMTs Need to Know

10 March 2025

The Complaint Process Before the Ontario College of Pharmacists (OCP): What Pharmacists Need to Know

5 March 2025

Discipline Decisions Leading to Health Provider De-Listings by Insurance Companies

6 February 2025

Responding to Complaints Before the College of Chiropractors of Ontario (COCO): A Defence Lawyer's Perspective



Bay Adelaide Centre — East Tower
22 Adelaide Street West, Suite 3600
Toronto, ON M5H 4E3

Phone: 416.865.6600
Fax: 416.865.6636
contactGR@grllp.com

4 February 2025

Ontario Government Introduces Plan to Connect All Ontarians with Primary Care

28 January 2025

HPARB Complaint Reviews: 5 Tips for Regulated Health Professionals

20 January 2025

Provincial Health Care Plans to Include Services Provided by Non-Physician Health Professionals

14 January 2025

HPARB Declares ICRC Decision Unreasonable for Preferring Account of Complainant [Free v. Guertin (2025)]

13 January 2025

Complaint Reviews at the Health Professions Appeal and Review Board (HPARB): The Essential Information (2025 Update)

6 January 2025

Ontario (College of Chiropodists of Ontario) v De Leon, 2024 ONCOCOO 7 (CanLII) Motion Denied to Disqualify Legal Counsel For A Conflict of Interest

3 December 2024

The Ownership and Operation of Health Clinics by Non-Health Professionals: The Case for Registration

14 November 2024

The Importance of Professionalism in Complaint Responses

6 June 2024

Follow-Up CBC Report Outlines Corporate Pressure Exerted by Shoppers Drug Mart

15 March 2024

Discipline Matters Before the Ontario College of Pharmacists (OCP): A Defence Lawyer's Perspective

11 March 2024

CBC Report Outlines Corporate Pressure by Shoppers Drug Mart: How will this Impact Pharmacists?

29 February 2024

Discipline Matters Before the College of Chiropractors of Ontario (CCO): A Defence Lawyer's Perspective

26 February 2024

Top 10 List: What Health Professionals Need to Know About Discipline Committee Hearings

21 February 2024



Bay Adelaide Centre — East Tower
22 Adelaide Street West, Suite 3600
Toronto, ON M5H 4E3

Phone: 416.865.6600
Fax: 416.865.6636
contactGR@grllp.com

The “Independent Third Party”: The New Structure for Hockey Canada Complaints

9 November 2023

Insurer De-Listing: The Hidden Penalty of a Health Professions’ Discipline Committee Finding

12 December 2022

Responding to Complaints Before the College of Chiropractors of Ontario: A Defence Lawyer’s Perspective

8 December 2022

Discipline Committee Hearings Now Broadcast on YouTube

25 May 2021

Full Names of Parties Now Published in HPARB Complaint Review Decisions

13 April 2021

OCT Changes in Payment Model for Pharmacy Services Provided to Long-Term Care Home Residents

27 October 2020

Proposed Legislation Would Shield Retirement Homes and Long-Term Care Homes from COVID-19 Lawsuits

21 October 2020

Responding to Complaints Before the College of Veterinarians of Ontario (CVO): A Defence Lawyer’s Perspective

22 January 2020

Responding to Complaints Before the College of Massage Therapists of Ontario (CMTO): A Defence Lawyer’s Perspective

23 October 2019

Responding to Complaints Before the College of Audiologists and Speech-Language Pathologists of Ontario A Defence Lawyer’s Perspective

3 October 2019

Responding to Complaints Before the College of Optometrists of Ontario A Defence Lawyer’s Perspective

17 September 2019

How the Identities of Health Professionals are Revealed in HPARB Complaint Review Decisions

10 September 2019

Responding to Complaints Before the College of Psychologists of Ontario A Defence Lawyer’s Perspective

4 September 2019



Bay Adelaide Centre — East Tower
22 Adelaide Street West, Suite 3600
Toronto, ON M5H 4E3

Phone: 416.865.6600
Fax: 416.865.6636
contactGR@grllp.com

**Responding to Complaints Before the Royal College of Dental Surgeons of Ontario:
A Defence Lawyer's Perspective**

26 August 2019

**Responding to Complaints Before the Ontario College of Pharmacists: A Defence
Lawyer's Perspective**

21 August 2019

**Discipline Matters Before the College of Dental Hygienists of Ontario (CDHO): A
Defence Lawyer's Perspective**

13 August 2019

**The New FSRA and its Potential Impact on Licensed Service Providers in the Health
Care Sector**

22 July 2019

CPSO Commences Investigations Into Physicians Prescribing High Doses of Opioids

29 November 2016

Ontario to Stop Paying for High-Dose Opioids

27 July 2016

News

Lad Kucis quoted in the Law Times

26 October 2021

**Lad Kucis presented at the OBA Health Law Program: Enhancing Your Skills and
Strategy for Appearances Before the Health Professionals Appeal and Review Board**

12 March 2021

Lad Kucis to Participate as Panel Member in Advocates' Society Program

15 September 2017

Memberships and recognition

Professional memberships

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



Bay Adelaide Centre — East Tower
22 Adelaide Street West, Suite 3600
Toronto, ON M5H 4E3

Phone: 416.865.6600
Fax: 416.865.6636
contactGR@grllp.com

Recognition

- Certified by the Law Society of Ontario as a Specialist in Health Law
- Best Lawyers in Canada, (Health Care Law) – 2017-2026
- Post City Magazine, Toronto's Top Lawyers 2022 and 2024 (Health Care Law)

Community engagement

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



Bay Adelaide Centre — East Tower
22 Adelaide Street West, Suite 3600
Toronto, ON M5H 4E3

Phone: 416.865.6600
Fax: 416.865.6636
contactGR@grllp.com