

Board Governance Advice and Senior Management Counsel

SUMMARY

The most important decisions involving a hospital, long-term care home or other health institution are made by its senior leadership and governing body. Our team helps with management decisions, governance structure and processes, directors' duties and liabilities, community engagement and integration of providers and services.

We have provided extensive advice to hospitals and other healthcare institutions on governance practice and procedures. We have assisted with governance reviews, board retreats and board orientation, and have participated in hospital and medical bylaw reviews to ensure compliance with relevant legislation.

Risk to reputation is another challenge for healthcare institutions. We provide advice in the context of crisis management and public relations including support and counsel to our health care client's public relations/public affairs personnel concerning issues that have or might come to the media's attention. These may include patient issues, occupational health and safety issues or community relations.

We act as legal counsel for over 250 health care providers including hospitals, health organizations and associations nationally. In Ontario, we are corporate general counsel to the Ontario Hospital Association (OHA), and we co-authored the *Guide to Good Governance for Hospitals* (2011) and the *Guide to Good Governance for Charities and Not-For-Profit Corporations* (2009), both published by the OHA Governance Centre of Excellence.

By assisting senior management and boards with day-to-day management decisions and with the implementation of governance best practices, we are helping to keep these essential facilities running efficiently, so that they are able to provide the best patient care possible.

PUBLICATIONS

- Anne Corbett (co-author), Patrick Hawkins (contributing author), *OHA Guide to Good Governance*, second edition, 2011.
- Anne Corbett (co-author), *OHA Guide to Good Governance for Not-for-Profit and Charitable Organizations*, 2009.
- Anne Corbett, *OHA - Quality and Patient Safety: Understanding the Role of the Board*.
- Bonnie Freedman, *OHA Compliance Framework for Directors of Public Hospitals*.

Reference Sources and Manuals

- *Ensuring Successful Integrations: The Role of the Board*, Borden Ladner Gervais LLP, August 2018

REPRESENTATIVE WORK

- Provided legal support to hospitals and to regional service corporations in regard to the sharing and regionalization of services such as food services, linen services, laboratory services and back-office services.
- Have completed by-law reviews for numerous health service provider organizations for over 25 hospitals in Ontario alone.

- Have drafted and reviewed Hospital Corporate and Medical/Professional Staff By-laws to ensure their compliance with the Public Hospitals Act and other relevant legislation.
- Have incorporated charities, foundations, research institutes and not-for-profit organizations affiliated with hospitals or other health-related organizations, and provided ongoing advice with respect to governance and operation.
- Advised health service providers on accountability agreements, corporate reorganizations, mergers and acquisitions, contracts, joint ventures, partnership agreements, membership agreements, affiliation agreements, service level agreements, outsourcing agreements and government relations.