



## Anne C. Corbett

### Partner

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[Corporate Commercial](#)  
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[Governance Funding & Accountability](#)  
[Health Regulatory](#)  
[Health Care Integration & Transformation](#)  
[Health Care Providers](#)

Anne practises in the areas of corporate commercial, health law and pensions law.

She advises profit and non-profit corporations, including health-care providers, in connection with a variety of corporate and commercial law issues, including:

- corporate reorganizations
- mergers and acquisitions
- corporate governance issues (director and officer liability issues, bylaws)
- contracts
- joint venture and partnership agreements
- confidentiality agreements
- government relations

She also advises on governance issues (director and officer liability issues, bylaws), contracts, confidentiality agreements, and fiduciary liability.

Anne acts as counsel for various health provider organizations in connection with corporate matters, including:

- amalgamations
- integrations and collaborations
- corporate restructuring

- outsourcing
- banking and borrowing
- contract review
- bylaw revisions

She also advises profit and non-profit corporations in connection with a variety of pension, benefits and related investment arrangements and corporate and commercial law issues.

## Health Sector Experience

- Advising on board governance issues and directors' fiduciary duties; relationships with other healthcare providers; relationships to foundations and volunteer organizations.
- Acting with regard to health accountability agreements, contract negotiation and review; outsourcing of services and partnerships with private sector.
- Advising on structuring public-private partnerships and corporate, tax and charities law issues arising from such arrangements.
- Advising on commercial activities and revenue generation.
- Acting in wide range of integrations activities.
- Extensive experience in the development of corporate and professional staff bylaws, rules and regulations. Specific expertise includes:
  - Review and rewrite of the administrative and professional staff bylaws for various hospitals, including rural, community and academic hospitals.
  - Advice to various hospitals on the interpretation of specific bylaw clauses.
  - Writing or review of staff bylaws for multiple hospital amalgamations including hospitals operating on two or more sites.
- Regulatory compliance including broader public sector obligations and other regulatory matters, such as licensing issues and scope of insured services under the *Health Insurance Act*.
- Frequently advise CEOs, board chairs and medical staff leadership on the interpretation of bylaws, the *Public Hospitals Act*, applicable Ministry of Health policies, and professional staff rules and regulations.
- Conducting seminars for board members and staff:
  - Educational sessions during regular board meetings on duties and liabilities of directors and the role of the board.
  - Facilitate discussions on the role of the board during retreats.
  - Workshops on governance issues.
- Advice on such issues as board conduct, the role of *ex officio* directors, annual meeting procedures, duties and liabilities of directors and officers, accountability borrowing and deficits, honorary and life directors, board committee composition and mandates.
- Drafting board and corporate policies on issues such as open board meetings, whistle blower policies, gift policies, conflict of interest policies, board codes of conduct and investment policies.

## Pension Sector Experience

- Advising pension plan administrators on matters such as surplus entitlement, contribution holiday issues, plan interpretation, interpretation and application of the Pension Benefits Act, and pension plan governance matters, including fiduciary liability of plan administrators and trustees.
- Advising clients on pension plan governance matters, including fiduciary liability of plan administrators and trustees, and the design and implementation of pension governance programs.
- Assisting in connection with pension litigation and advocacy matters.



## Insights & Events

- Governance advice during COVID-19
- Ontario Health Teams Series
- Organizing an Ontario Health Team: Considerations when Creating a Governance Framework
- Forming Ontario Health Teams: The Role of the Health Provider Board
- Governance Best Practices for High Performing Health Provider Boards
- Governance Options: Getting Started and Evolving Towards Maturity
- Ontario Government's Healthcare Reform Legislation, Bill 74, The People's Health Care Act, 2019
- Conflict of Interest Revisited
- Hospital Protected by Public Hospitals Act in Physicians' Wrongful Dismissal Claim
- Governance: Corporations Act Updated

## Beyond Our Walls

### Professional Involvement

- Member, Canadian Bar Association
- Member, International Pension Employee Benefits Law Association (IPEBLA)

### Community Involvement

- Director, William Osler Health System Foundation

## Awards & Recognitions

- Recognized in the 2020 edition (and since 2011) of *Best Lawyers in Canada* (Corporate Law and Health Care Law).
- Recognized in the 2019 edition (and since 2016) of *Chambers Canada — Canada's Leading Lawyers for Business* (Healthcare, Band 1).
- Recognized in the 2019 edition of *Canadian Legal Lexpert® Directory* (Corporate Commercial Law).
- Recognized as a 2019 Acritas Star.
- Recognized in the 2019 edition of the *Lexpert Special Edition - Canada's Leading Infrastructure Lawyers*.

## Bar Admission & Education

- Ontario, 1981
- LLB, University of Toronto
- BA, University of Windsor



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