



REPUBLIC OF ESTONIA
MINISTRY OF SOCIAL AFFAIRS

Laurent Muschel
Acting Director-General
DG HERA, European Commission
hera-board-secretariat@ec.europa.eu

Our ref. 22.03.2024 No 1.4-1.2/778-1

Nomination of HERA Board Member and Sherpa

Dear Mr Laurent Muschel,

We would like to renew the Estonian representatives for the HERA Board as follows:

Ms Birgit Lao (HERA Board Member)
Director General
Health Board
birgit.lao@terviseamet.ee

Mr Ragnar Vaiknemets (Sherpa)
Deputy Director General
Health Board
ragnar.vaiknemets@terviseamet.ee

Yours sincerely,

Anniki Lai
Deputy Secretary General on Health

Tiina Rootamm
Tiina.Rootamm@sm.ee