

To
Tuuli Rääm
Vice-Chancellor
Ministry of Interior
Republic of Estonia

From
Frédéric Balme
Senior VP Global Healthcare
International SOS GmbH

Hubertus Groepper
LifeSaver Programme Manager
Airbus Helicopters

Copy
Kadi Luht-Kallas
Raiko Reimann
Taavi Aasma

Ref: LS/2024-0203
16 February 2024

Next Steps for the LifeSaver in Estonia Programme

Dear Vice-Chancellor Rääm,

Following the successful completion of the LifeSaver in Estonia (LSE) project for the design of a national innovation programme, we would like to thank you and your team for your support and numerous contributions already in 2022 and during the project in 2023.

We have shared the proposed LSE Programme Design in the form of a report that was validated on 24 January 2024 by representatives of all involved ministries and agencies. The LSE Programme is designed to be an opportunity to advance your stated policy in the field of public health and support the Estonian health, aviation and technology sectors.

Work is now focussing on preparing for a proposed launch of the LSE Programme in 2024, and we are pleased to share that regions and municipalities (Ida-Viru and South Estonia), experts from Tartu University and TalTech, and the private sector have expressed their interest in the programme.

While we focus on Q1/2024, we would also like to outline expectations for the remainder of 2024 as well as the implementation phase of the LSE Programme until end of 2027:

1. **Q1/2024:** Confirmation of interest of involved ministries, resulting in a joint Letter of Intent with all involved ministries to enable next steps
2. **Q2/2024 to Q4/2024:** Confirmation of Governance, scoping of Innovation Modules with appointed Co-Leads to narrow down technical requirements and identification of available funding sources prior to LSE Programme Launch
3. **From 2025 onwards:** Enable the implementation of Innovation Modules during the LSE Programme execution phase

A detailed timeline with all steps for 2024 is attached at the end of this letter.

Q1/2024: Confirmation of Interest by the Ministry of Interior

To enable next steps, it is important that all stakeholders including your ministry confirm their general intent to work together towards the implementation of the LSE Programme.

We therefore kindly ask the Ministry of Interior to endorse in principle the implementation of the LSE Programme as it is currently outlined, and to designate a point of contact for the ministry who can further support the LSE Programme team for the remainder of 2024. Taking into account the short timeline, we propose to proceed through a basic unilateral **Letter of Support** from your ministry ideally until 4 March 2024.

On this basis, we will be able to allocate internal resources at our risk and continue with initiating the LSE Programme as specified in the timeline below.

Going forward, we would kindly request to sign a non-commercial and non-binding Letter of Intent (LOI) with the Ministry of Interior to record our agreement on the following points:

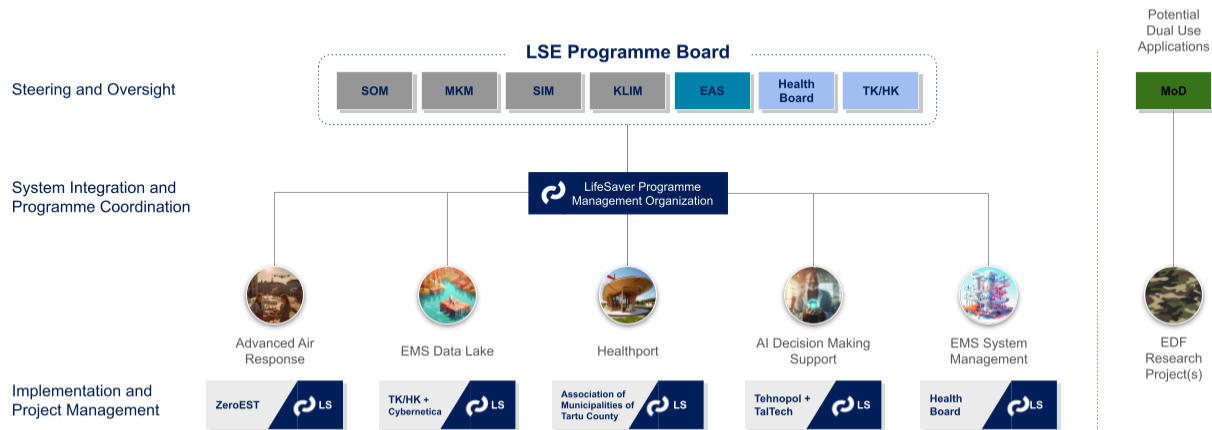
- General intent to launch the LSE Programme and willingness in principle to support the LSE programme financially (subject to funding availability and other conditions)
- Readiness of the Ministry to join the proposed LSE Programme Board (see the following chart) and clarification of other aspects of governance as needed
- Mandate for the LSE programme team to work with designated agencies as so-called "Innovation Module Co-Leads" as far as they relate to your ministry
- Details of the work that the LSE Programme team would carry out in 2024
- Details of the support that your Ministry would be able to provide in 2024 and during the LSE Implementation Phase
- Outline of key policy priorities and potentially programme targets as a first steering input from the Ministry

For the purpose of notably this last element of the proposed LOI, the LSE project team has identified several areas that we believe are in line with the policy objectives of your Ministry:

- Optimise resources for emergency response across different authorities (e.g. Rescue Board, Health Board, other organisations)
- Strengthen the integration and coordination of operational emergency teams incl. volunteers
- Leverage the implementation of the Next Generation 112 (NG112) service to further support the 112 Emergency Centre (PSAP) with efficient assessment of emergencies and dispatch
- Reduce the load on the 112 Emergency Center by further promoting the 1220 service and offering alternative pathways (e.g. via HealthPort)
- Increase the attractiveness of emergency services, incl. PSAP personnel and volunteers
- Meet upcoming and future regulatory requirements from the EU
- Update the regulatory framework for the next (digital) lifecycle

Please feel free to amend this overview as necessary so that we can fully reflect the priorities of your Ministry in the draft of the Letter of Intent.

As of February 2024, the proposed LSE Programme Governance is as follows:



Please note that not all Innovation Module Co-Leads (e.g. ZeroEst) are confirmed yet.

Q2/2024 to Q4/2024: Support detailed scoping and funding of Innovation Modules

The most critical step consists in securing resources for a central PMO team in 2024 to work with the Module Co-Leads on the detailed technical and financial requirements of each Innovation Module.

On the basis of the aforementioned LOI, the LSE team of Airbus and International SOS is willing to start working with the designated Module Co-Leads towards a more narrowly defined scope of each Innovation Module. We will also support to the best of our abilities the identification and allocation of EU and national funding sources.

In parallel, we will work closely with Enterprise Estonia on the contracting scheme for the central LSE PMO team. Upon confirmation of funding, we will also launch the recruitment of Estonian team members as a first step of forming a LifeSaver “Hub” in Estonia.

Detailed steps are outlined in the attached timeline. In essence, these steps will enable

- A LSE Programme Announcement at the Latitude 59 event in Tallinn at the end of May 2024 to facilitate the onboarding of strategic partners
- A range of cooperation and partnership agreements that will be required to coordinate all partners from the public and private sectors
- The development of precise funding applications for 2025 onwards
- The launch of the LSE Programme and opening to external participants in Nov. 2024

We kindly ask the Ministry of Interior to support these steps as follows:

- Support and validate the objective setting as part of the detailed scoping for each Innovation Module. Specifically, this includes alignment with the long-term development plans for volunteers and other services that operate under the oversight of the Rescue Board
- Facilitate the alignment with UAV (drones) related initiatives
- Provide initial guidance for the design of EMS and social services for the HealthPort
- Support the identification and potential allocation of funds from EU Structural Funds and other funding instruments as far as the Ministry or its agencies are either an Implementing Agency (IA) or Application Unit (AU) or otherwise concerned with financing decisions
- Identify and support changes to the regulatory framework that might be required
- Contribution to the funding of the central PMO team (the exact allocation of funds is to be determined by all Estonian stakeholders)

3: Enable the Implementation (2025 onwards)

Once the LSE Programme is launched, we kindly ask the Ministry of Interior to support the implementation of the following Innovation Modules that are most relevant to your ministry:

- EMS System Management Platform
 - Digital Platform to optimize the allocation of assets for EMS and potentially related services, taking into account risk factors for the population of Estonia
 - Better definition and strategic planning of necessary resources for different future scenarios (incl. evolution of risk factors)
 - Enable feedback to the 112 emergency center and improve dispatch decision making
 - Integrating volunteer network to increase coverage for emergency and disaster response and provide an effective crisis management
- AI Decision Making Support
 - Leveraging NG112 data for developing AI based assistance tools for emergency response
 - Leveraging EMS data to help 112 emergency center personnel with decision making
- Advanced Air Response
 - Faster emergency response by integration of new aviation technologies that enable more effective use of resources
 - Potentially provide aerial data for emergency response and disaster management between EMS system and public services that report to Rescue Board (data fusion)


At this stage of the LSE Programme, it is difficult to specify the exact support that will be required from the Ministry of Interior, as this partially depends on the next level of scoping and priority setting. However, actual support will likely consist in potentially updating the regulatory framework (if needed, for example around the use of AI for decision making support at the 112 emergency center or with aerial data for disaster management), providing direct expert inputs and facilitating the cooperation with key stakeholders such as the Rescue Board, volunteer organizations, relevant academies, municipalities and the like.

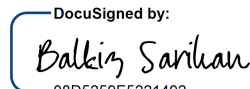
In any case, we kindly ask the Ministry of Interior to support the setting of objectives for the overall LSE Programme and the individual Innovation Modules, validate the achievement of agreed milestones, monitor progress and provide general guidance as a key member of the LSE Programme Board.

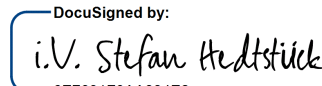
We would also appreciate any support that the Ministry would be willing to provide together with the other members of the LSE Board for international outreach and communication activities, highlighting the positive impact that innovative new solutions can have on Emergency Medical Services in Estonia and elsewhere in the world. This would contribute to the shared objective of supporting the Estonian economy and its active startup ecosystem.

We once again would like to thank you for your collaboration during the past nearly two years and look forward to taking the next steps together. Please do not hesitate to contact the LifeSaver team of Airbus and International SOS or Enterprise Estonia for any questions and suggestions you may have.

With our best regards,

DocuSigned by:

FCC1E9DAE9C7481...
Frédéric Balme
Managing Director
International SOS GmbH

DocuSigned by:

08D5259E5221492...
Balkiz Sarihan
CEO
Airbus Urban Mobility GmbH

DocuSigned by:

6E7691F0AA834E2...
Stefan Hedtstück
Head of Procurement
Airbus Urban Mobility GmbH

Annex: Next steps and timeline

As outlined and discussed in the project closure meeting on 24 January 2024, we propose the following (ambitious) timeline in order to keep the momentum and secure broad buy-in.

Please note that this timeline assumes that all parties - including the LifeSaver team of Airbus and International SOS - work on the basis of a Letter of Intent and without dedicated funding notably throughout Q2/2024.

Q1/2024: Confirmation of Interest

| 15 February 2024 | → | Until 4 March 2024 | → | Until 25 March 2024 |
|---|---|--|---|--|
| This present Letter outlining the request for endorsement of the LSE Programme | | Receipt of letter of support from your ministry in response to this present letter | | Draft of a formal LOI to confirm governance and general intent to launch the LSE Programme (no commercial elements) |
| | | Clarification and exchanges with your Ministry and its designated Point of Contact | | Signing of a joint Letter of Intent with the Ministries of Social Affairs, Interior, Climate and Economic Affairs |

Q2/2024: Launch Preparation

| Until 12 April 2024 | → | Until 17 May 2024 | → | 22 to 24 May 2024 |
|---|---|--|---|---|
| Constitution of LSE Programme Board and formal mandate of Innovation Module Co-Leads for 2024 | | Confirmation of funding for central PMO team and agreement on final contracting scheme | | Launch recruitment of the Estonian LSE PMO (Programme Management) Team |
| | | High-Level scoping of Innovation Modules with Co-Leads and budget allocation with support of ministries (focus on 2024 activities) | | LSE Programme Announcement at the occasion of the Latitude59 Event |

Q3/2024: Detailed Technical Design and Funding Applications

| June 2024 | → | → | End of September 2024 |
|---|---|---|--|
| Agreements with Module Co-Leads on resources and governance (roles and responsibilities, scope of work, etc.) for 2025 to 2027 | | Detailed definition of technical requirements for each Innovation Module by Module Co-Leads and central LSE PMO team | |
| | | Development of detailed Funding Applications for implementation of Innovation Modules from 2025 to 2027 | |
| | | | Onboarding of Strategic Partners from the private sector and (international) key stakeholders to anchor the LSE Programme |

Q4/2024: Programme Kickoff with external participants

| October 2024 | → | Until 31 Oct. 2024 | → | 20/21 November 2024 |
|--|---|--|---|--|
| Cooperation agreements with existing initiatives, municipalities, universities and other public stakeholders in Estonia | | Formal Allocation of Funding for implementation of Innovation Modules from 2025 to 2027 | | Promotional activities to create momentum ahead of the Programme Launch / Kickoff |
| | | Partnership Agreements with strategic partners (private sector) and potentially other countries ("founding partners") | | Formal Programme Launch / Kickoff at the occasion of the Slush 2024 event |