



REPUBLIC OF ESTONIA
MINISTRY OF SOCIAL AFFAIRS

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Nomination for HERA Board

Dear Dr Florika Fink-Hooijer

We would like to replace the representative of Estonia for the HERA Board Sherpa as follows:

Mr Andras Armväärt (Sherpa)
Head of Healthcare Crisis Preparedness Department
Health Board
andras.armvaart@terviseamet.ee

Yours sincerely,



Anniki Lai
Deputy Secretary General on Health