Veselības aprūpes sistēmu noturība



Scaling Resilience:
The Nordic – Baltic Region in Action

Context:
Hybrid threats are no longer hypothetical. From AI-driven drone attacks on critical infrastructure to coordinated cyber intrusions and disinformation campaigns, societies face layered, long term threats. Traditional state-centric defence / national security models are no longer sufficient.

Europe has entered a new era of crisis—with war, pandemics, and climate extremes. To remain resilient, we must evolve from informal cooperation to structured, legally supported frameworks that integrate businesses and citizens into national preparedness strategies. In response, the EU has launched a major push to strengthen its readiness for future shocks.

Former Finnish President Sauli Niinistö, as Special Adviser to the European Commission, led a review of how Europe can better prepare. His report and subsequent **EU Preparedness Union Strategy** calls for a bold shift and offers around 80 practical recommendations to boost both civilian and military preparedness in the short and long term.

The European Commission's **White Paper for European Defence – Readiness 2030** and the **ReArm Europe Plan** signal a paradigm shift towards a more integrated and capability-driven defence architecture. These initiatives emphasise readiness, critical infrastructure protection, and enhanced civil-military coordination, offering financial instruments and legal incentives for Member States to act now.

Preparedness has become an urgent fact of life. The responsibility of everybody.

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Key Challenge: Baltic States as Europe's Resilience Engine

Latvia, like many EU countries, has a coherent legal framework that defines roles, responsibilities, and coordination mechanisms between government institutions, the private sector, and civil society in crisis preparedness and critical infrastructure resilience.

However, the practical application and transfer of the total defence concept into the real-life societal processes, rooting concept in the communities through practical cooperation requires more effort.

Informal collaboration is insufficient when response speed and trust are mission-critical.

Objectives:

1. **Institutionalise <u>Preparedness Cooperation</u>** between government and business for protecting critical functions: cross sectoral (defense, health care, interior, welfare) collaboration and wide inclusion of the private sector.
2. **Enable and Empower <u>Civic Engagement</u>** in national security through clear reporting pathways and preparedness/resilience legal framework for civic engagement: preparedness and resilience of the people.
3. **Bridge Policy Gaps** in continuity planning, crisis communication, and dual-use capability coordination.

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Recommendations:

1. Policy Vector 1: Preparedness Cooperation with the Private Sector

- Improve legislation mandating private sector involvement in continuity-of-service planning for critical infrastructure.
- Establish secure, two-way information-sharing protocols with vetted business actors.
- Legalise access to dual-use technologies and defensive tools (e.g. drone jammers, reserve power systems).
- Include private sector representatives in national and regional emergency exercises.
- Leverage the EU funding to co-finance critical defence capabilities such as societal preparedness trainings through business networks and workplace teams, defense against chemical and biological warfare, the resilience of health care systems (especially first responders: general practitioners, pharmacists, direct access medical professionals, emergency medical assistance NGO's and their shelters/care personnel), cyber resilience, missile defence, and drone countermeasures.

2. Policy Vector 2: Civic Engagement and Community-Based Readiness

- Develop a unified national platform for citizen reporting of suspicious activity (for example Ukraine's E-Vorog).
- Define legal procedures and protections for community surveillance, inclusive community policing (maintaining of the order) and volunteer-based crisis support.
- Partner with local municipalities, NGOs and regional media for alternative communication in "blackout" scenarios.
- Launch a national civic readiness campaign with clear call-to-action roles for residents (72 hr bag, one week resilience plan for a family, etc).

3. Healthcare as a Pilot Sector for Implementation of Both Policy Vectors

- Build on existing cooperation with professional associations (e.g. pharmacists, GPs, direct access medical specialists) to deliver decentralised preparedness training in their respective fields and to keep the trusted network of information to the most vulnerable: elderly, disabled and people with chronic diseases.
- Replicate tested health system resilience models (resilience handbooks, role-based drills) across other sectors: water, energy, food, digital services.

4. Opportunities for Latvia – potential Baltic Resilience Strategy in Light of *Readiness 2030* and the *ReArm Europe Plan* Integrating The Framework of *Nordic Public Health Preparedness Agreement (NPHPA)*

Latvia can leverage the Nordic Public Health Preparedness Agreement (NPHPA) as a structural template to develop a Baltic Public Health Resilience Pact, fully aligned with EU-wide efforts under the *White Paper for European Defence – Readiness 2030* and the *ReArm Europe Plan*. These EU initiatives call for the integration of civilian preparedness into

broader defence capabilities, emphasizing regional coordination, dual-use infrastructure, and cross-sectoral crisis readiness.

A Baltic adaptation of the NPHPA could serve as:

- An annex to existing NB8 cooperation frameworks, enabling formalized public health readiness as a strategic dimension of regional security.
- A pilot zone for *EU-supported health and civil protection initiatives*, demonstrating how layered readiness can reinforce EU and NATO defence objectives in the Baltic Sea Region.
- A resilience hub focused on *civil-military-medical convergence*, coordinating simulations, workforce upskilling, and interoperability across health, defence, and emergency sectors.

The NPHPA's foundational principles—removal of legal obstacles, annual reviews, and preparedness regulation exchange—are fully compatible with the *Readiness 2030* emphasis on regulatory interoperability, scalable coordination structures, and modular defence resilience components.

International Reference

The UK Strategic Defence Review (2025) introduces a formal "New Deal" between the state and private sector for critical infrastructure protection. Similarly, the report led by President Sauli Niinistö on comprehensive security in Finland underscores the importance of embedding resilience into the national legal framework and civic culture.

The **White Paper for European Defence – Readiness 2030**, together with the **ReArm Europe Plan**, calls on Member States to urgently close capability gaps, build strategic stockpiles, and integrate civil and military preparedness. Latvia should align national policy with this framework to access funding, accelerate implementation, and contribute to EU-wide readiness by 2030.

The **EU Directive on the Resilience of Critical Entities** and its **Blueprint** to coordinate a response at Union level to disruptions of critical infrastructure with significant cross-border relevance.

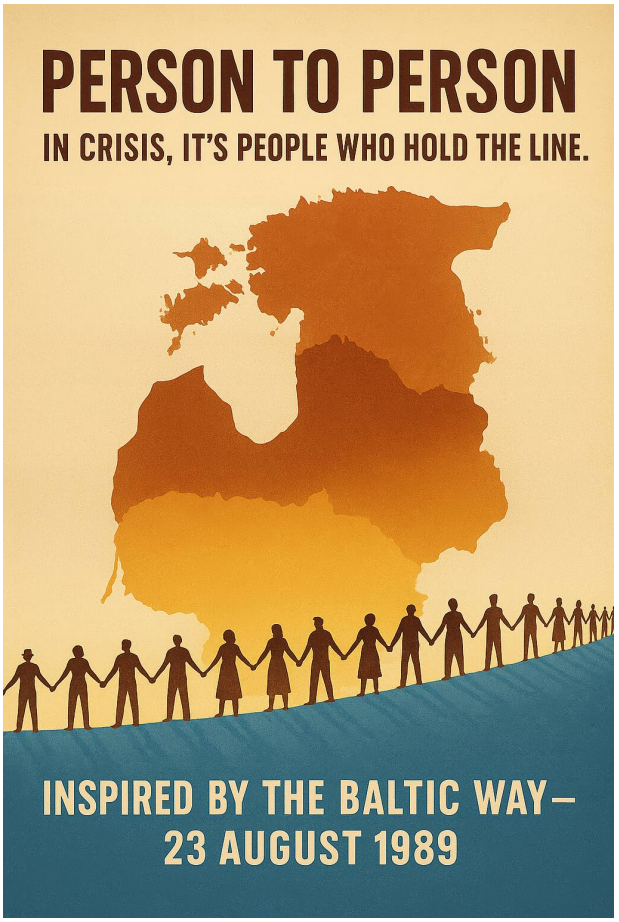
The **Nordic Public Health Preparedness Agreement (NPHPA),** a formal cooperation framework signed in 2002 by Denmark, Finland, Iceland, Norway, and Sweden to enhance joint public health and medical preparedness for emergencies and disasters. Its purpose is to strengthen the ability of Nordic countries to respond collectively to major health crises such as natural disasters, pandemics, chemical, biological, radiological, and nuclear (CBRN) incidents, acts of terror.

Conclusion

Resilience literacy must be a policy outcome. Embedding preparedness cooperation and civic engagement into national law is essential to building an agile, inclusive, and effective security system that reflects the risks of the 21st century.
For the Nordic countries, this means deepening the practical implementation of existing frameworks like the Nordic Public Health Preparedness Agreement and extending their reach beyond health to encompass cyber, climate, and hybrid threats. Institutionalizing resilience literacy will ensure their societies remain not only safe, but also socially cohesive and democratically responsive in the face of shocks.
For the Baltic Sea region, codifying resilience practices offers a shared foundation for regional interoperability, faster joint crisis response, and trust-building across borders. This means better coordination across national systems, quicker deployment of assistance, and more unified/transferable communication in times of crisis. Thus Baltic sea region will facilitate faster and more effective inclusive response to joint needs of EU Preparedness Union Strategy while maintaining it's readiness and response level within NATO.

The Way Forward – The New Baltic Way

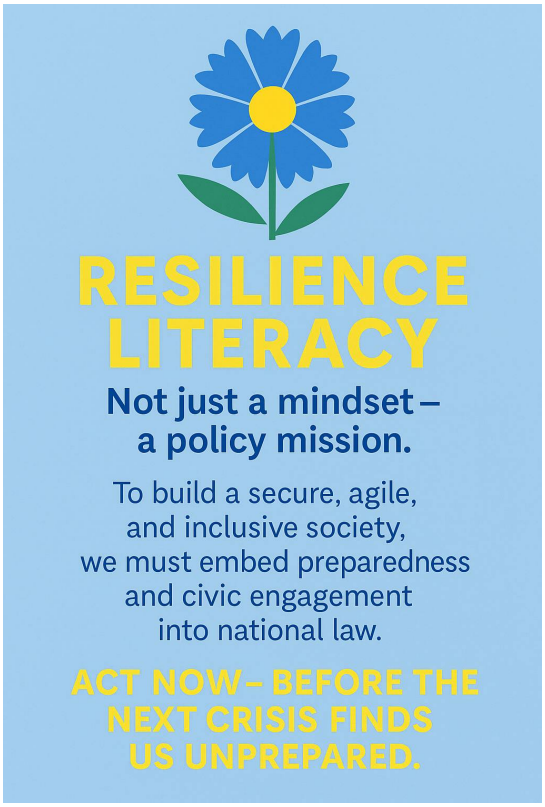
1. Funding and KPI across three Baltic States
2. Budgeting with quadrails for inclusion, distribution of the funds, knowledge transfer and dissemination of the results
3. The implementation vector (for instance multinational NGO)
4. Essential Law initiatives along the 2 policy lines: Preparedness Cooperation and Civic Engagement, and public discussion, engagement of the legislators
5. Kick-off and knowledge transfer conferences and round tables by universities of Latvia, Lithuania and Estonia
6. **Value framework: Person to Person. In crisis, it's people who hold the line[1].**



[1] https://www.thebalticway.eu/vesture/

How will the Nordic countries benefit?

- Enhanced security buffer: Strengthening resilience in the Baltics expands the Nordic region's strategic depth and reduces vulnerability along the EU and NATO's eastern flank.
- Crisis response multiplier: Coordinated Baltic-Nordic preparedness enables faster mobilization of personnel, medical assets, and civil protection capacities across borders.
- Economic and supply chain continuity: A more resilient Baltic region ensures fewer disruptions to Nordic trade routes, digital infrastructure, and energy corridors.
- Regional trust and influence: By fostering shared standards, exercises, and legislation, the Nordic countries reinforce their role as stability leaders and model partners within the EU and NATO[2].
- Quantified challenges and well described, tested problem-solving mechanisms.
- Peer reviewed and transferable knowledge.



The economic benefit is equally clear: proactive resilience reduces long-term costs of crisis recovery and safeguards critical infrastructure and supply chains in one of Europe's most strategically sensitive areas.

The time to act is now – before the next disruption finds us less than prepared. Making resilience literacy a legal and policy norm will transform ambition into action and ensure that preparedness is not just a plan, but a lived, collective, and scalable practice.

[2] Art 3 of the NATO Hague Summit Declaration: "...And Allies will account for up to 1.5% of GDP annually to *inter alia* protect our critical infrastructure, defend our networks, ensure our civil preparedness and resilience, unleash innovation, and strengthen our defence industrial base. …: https://www.nato.int/cps/en/natohq/official_texts_236705.htm?utm_source=social&utm_medium=posts&utm_campaign=250625%2Bmulti%2Bdeclaration&fbclid=IwQ0xDSwLI2MdleHRuA2FlbQIxMAABHg6lex2tDUcLZYw1vGK-cJWHMgB6OyXqj-OdsHOVt_9gYlzs7qu-wjQ2M2sa_aem_FBs3K4kGNC7awsEXLMBpcw

Veselības aprūpes sistēmu noturība

Noturības pratības ietvars farmaceitiskās apgādes krīzes pārvarēšanai

Definīcija:
Noturības pratība ir sistēmas spēja paredzēt, novērst, pielāgoties un atjaunoties pēc krīzes, vienlaikus saglabājot sabiedrības veselības un drošības pamatelementus. Tās mērķis ir aizsargāt iedzīvotājus un nodrošināt kritiski svarīgu pakalpojumu nepārtrauktību.

Formula:

Noturības pratība = gatavības sadarbība + pilsoniskā līdzestība

I. Gatavības sadarbība *(Valsts un privātā sektora kopēja gatavība krīzei)*

Šī politika caurvij institucionālo, finanšu un loģistikas sadarbību starp valsts pārvaldi, uzņēmējdarbības vidi un starpsektoru institūcijām. Tā iekļauj:

1. **Valsts × privātais sektors**
    - Kopīgie iepirkumi un drošības klauzulas līgumos.
    - Stratēģisku investīciju piesaiste kritiskajā ražošanā (kritisko medikamentu aktīvās vielas, zāļu gala formas u. c.).
    - Līdzfinansēšanas mehānismi noturības projektiem, piemēram, atbalsta mehānismi (no ārvalstu zāļu ražotājiem) Latvijas zāļu ražotājiem par kritisko medikamentu uzglabāšanu Latvijā (ārvalstu ražotājiem būtu pienākums glabāt savus ražotos kritiskos medikamentus vai nu savās noliktavās Latvijā, vai pie nacionālajiem apgādes uzņēmumiem (lieltirgotājiem), tādējādi radot duālās nozīmes zāļu rezerves, par kurām valsts nemaksātu ne centa, bet problēma būtu atrisināta).
2. **Starpnozaru koordinācija**
    - Veselības, iekšlietu, labklājības un aizsardzības jomu institūciju koordinēta darbība.
    - Integrēti gatavības un reaģēšanas plāni (civilās aizsardzības, krājumu, evakuācijas jomās).
    - Regulāras starpnozaru mācības un scenāriju simulācijas.

3. **Valsts kompensējošie mehānismi**
    - Finanšu instrumenti ražošanas un piegādes riska mazināšanai.
    - Sociālās aizsardzības pasākumi iedzīvotājiem zāļu un veselības preču cenu pieauguma gadījumā.
    - Atbalsta instrumenti Eiropas mēroga MVU, kas nodrošina vietējo ražošanu, kompensējot ražošanas lokalizācijas izdevumus.
4. **Valsts koordinēta resursu kartēšana**
    - Dinamisks reģistrs ar stratēģiskajiem krājumiem, iekšzemes ražošanas jaudām, cilvēkresursiem un loģistikas infrastruktūru.
    - Apritoša zāļu rezerves krājuma iedzīvināšana (zāļu rezervju un to aprites iedzīvināšana), kas ļautu gan identificēt bezzāļu situācijas un aizvietot zāles, gan arī uzkrāt tās krīzei.

II. Pilsoniskā līdzestība *(Sabiedrības iesaiste noturības uzturēšanā)*

Šī politika iespējo iedzīvotāju, kā līdzatbildīgu noturības veidotāju un uzturētāju, lomu, caurvijot:

1. **Individuālo un kopienu gatavību**
    - Mājsaimniecību uzkrājumi (72 stundu somas un zāļu krājums mēnesim).
    - Brīvprātīgo tīkli un pašpalīdzības kopienas, sadarbībā ar vietvarām.
2. **Iedzīvotāju uzticēšanos valstij un apzinātu līdzdalību noturībā**
    - Sabiedrības informētības kampaņas par gatavību un rīcību krīzēs caur veselības aprūpes sistēmu.
    - Vienota paziņošanas sistēma (informācijas omniprezence visos informatīvajos kanālos, ieskaitot primārās veselības aprūpes pakalpojumu sniedzējus, kas krīzē tieši saskarsies ar cilvēkiem).
    - Mācības, iedzīvotāju iesaiste politikas veidošanā (kritiski svarīgo zāļu saraksta papildināšanas apspriešana ar pacientu organizācijām, lokālo resursu kartēšana, u. c.).

III. Indikatoru sistēma noturības novērtēšanai

Lai mērītu un uzlabotu noturības pratību, ieteicams ieviest šādu indikatoru kopumu:

Komponents	Indikators	Mērījuma piemērs
Gatavības sadarbība	Starpnozaru krīzes plānu skaits	≥3 plāni (veselība, iekšlietas, aizsardzība, ekonomika)
	Privātā sektora līdzfinansējuma daļa	≥25 % no stratēģiskajiem projektiem
	Kompensācijas pasākumu ātrums	≤10 dienas no krīzes sākuma
	Kartēto stratēģisko resursu pārskatīšana	Reizi gadā
Pilsoniskā līdzestība	Iedzīvotāju ar 72h krājumiem īpatsvars	≥50 % līdz 2027. gadam
	Brīvprātīgo reģistrēto vienību skaits	≥1000 personu nacionālā tīklā
	Uzticēšanās krīzes komunikācijai	≥70 % sabiedrības (pēc aptaujas datiem)

Ieteikumi politikas integrācijai:

- nacionālajās noturības stratēģijās, un it īpaši
- Veselības ministrijas un tās koordinēto nozaru kopīgi izstrādātajā noturības plānā (jāizstrādā līdz 2026.gada 1.jūlijam)[3], kā arī
- rīcības plānos farmaceitiskās apgādes nodrošināšanai krīzē,
- vai kā pamatu pozīcijām ES starpinstitūciju dialogā (piemēram, par “Direktīvas par kritiski svarīgo subjektu noturību”[4] piemērošanu veselības aprūpes sistēmās, vai par apspriešanā esošo “Critical medicines act”[5]).

[3] https://likumi.lv/ta/id/14011-nacionalas-drosibas-likums/redakcijas-datums/2025/07/01 pārejas noteikumi

[4] https://home-affairs.ec.europa.eu/policies/internal-security/counter-terrorism-and-radicalisation/protection/critical-infrastructure-resilience-eu-level_en

[5] https://health.ec.europa.eu/medicinal-products/legal-framework-governing-medicinal-products-human-use-eu/critical-medicines-act_en