



hosted by Terviseamet



REPUBLIC OF ESTONIA
HEALTH BOARD

EPSO: European Partnership for Supervisory Organisations in Health Services and Social Care
to improve the quality of health care and social care in Europe;
to connect between supervisory organizations and their individual members;
to improve exchange of ideas, outcome of research, information and good practice;
to promote co-operation on topics such as education and dissemination of knowledge.

Contacts at Terviseamet Website: www.terviseamet.ee tel +372 794 3500 info@terviseamet.ee or Ragnar Vaiknemets dept. director-general Estonian Health Board (ragnar.vaiknemets@terviseamet.ee) **Contacts at EPSO:** Website: www.epsonet.eu tel +31613163557 info@epsonet.eu or office@epsonet.eu or Jooske Vos-chair EPSO-Board (jmvos@eurinspect.nl).


Draft Programme

36th EPSO Conference & Working group – Tallinn, Estonia

with participation of the EPSO - APAC (Asia Pacific) network

29-31 May 2024

Hosted by:

Terviseamet 
Estonian Board of Health

Conference Presenter:

Imre Kaas Moderator

(Head of Communications - Head of Service
at the Estonian Health Board Terviseamet)

Venue:

Mövenpick hotel <https://movenpicktallinn.ee/>



Main Conference

Thursday 30th & Friday 31st of May 2024

Overview of Sessions

Day 1 - Thursday 30th of May, – Keynote speech on Future centred Healthcare innovation with a focus on Genetic research in health and social care in Estonia –by our special Guest-of-Honour prof Neeme Tõnisson

Session 1 New research outcomes and Future centred healthcare innovation:

- Reflections on future of health and social care regulation in Estonia using genetic data and new research outcomes.
- Technical infrastructure to exchange genetic healthcare information or personalised medicine in Estonia; How could this be used by government and by the regulator/ inspectorate for a national strategy to improve the quality of healthcare.
- Building a national strategy for genomic and genetic medicine to support preventive medicine and improve existing clinical practice. What role could the regulators and inspectorate play in this context?
- Data based strategy – new developments in health and social Care.

Session 2 Patient safety culture / Patients voice/ Improvement of Culture in health and social care settings:

- Soft skills in healthcare safety as the key to better patient safety Norway/ Scotland
- Challenges in safety Culture in England
- Patient safety culture and patient-based safety initiatives; Measurement of patient safety culture under stress – findings at OECD
- First outcomes of a recent mission on Evidence-based prevention actions in health care in France - Primary prevention in hospital settings; Prevention, the new panacea to improve public health and keep healthcare affordable? What is the role of the Inspectorate?
- Recent Internal Audit findings on Culture in hospital care Latvia

Day 2 - Friday 31st of May 2024

Session 3 Effectiveness and improvement of health and social care regulation and inspection:

- Health system performance framework Estonia OECD
- Health and quality improvement: challenges to use indicators and a performance framework
- reflections from the Estonian Health Board
- Single Assessment Framework - CQC England
- Malta assessment approach in health and social care
- A recent review imposed on NDIS Australia aimed at improvement of regulation outcomes, client centred care at the heart of the regulation, a risk approach to work more effectively
- The risks of risk-based regulation and other regulatory pitfalls in the light of complexity, Netherlands.

Session 4 Quality Improvement– Healthcare leadership:

- Effective Leadership in a regulatory setting -New Zealand
- Leadership in regulatory settings – CQC England
- Financing healthcare quality improvement in France

Session 5 Digital Health /AI in health regulation- a new way of thinking in health and social care:

- E- health evaluation in France
- E- Health Estonia
- E- Health data Singapore
- E- Health and digital care UK

36th EPSO conference in Tallinn, Estonia

About the EPSO Conference

About the EPSO Conference - Please note:

- The EPSO sessions will be introduced from the various perspectives around the world by Peer Regulatory Leaders from our EPSO Network and other speakers invited by EPSO. The sessions aimed to be interactive and will be followed by one or more break-out sessions; the sessions alternate with group discussions.
- The EPSO conference and conference dinner are free of charge for EPSO delegates, (invited) partners from the EPSO-APAC network, speakers and other (invited) guests.
- EPSO working groups are open to all delegates from EPSO Partners and - by EPSO - invited experts who want to participate in the work of working group(s); participation in the working group sessions does not necessarily mean that participants must participate in the main conference.
- Participation in-person in the main conference is limited to a maximum of 3 participants per partner organisation/country.
- Travel and hotel must be organised by yourself; all costs are at your own expense.
- Participation online is limited to EPSO partners and - by EPSO- invited guests with camera on and microphone muted; If you want to join us online in the (pre)conference please let us know in advance at info@epsonet.eu who you are (name/ country/ organisation), please open your camera and mute your microphone and use this link to our Microsoft Teams meeting (* link to be included)
- Participation in the conference means that you accept the exclusion of all liability from EPSO and the Estonian Board of Health for loss or theft of your assets and for possible liability resulting from damage caused by shortcomings of the organization; Nevertheless, as usual with our EPSO conferences, the organization does everything within their means to ensure that the conference runs smoothly and safely.



The old medieval city of Tallinn, Central square

Programme Pre-Conference Day

The 29th of May 2024

– **Wednesday lunch session 12.00-14.00**

Extra session for invited EPSO- ISQua partners (in-person and online):

Preparing for our EPSO -ISQua meeting September 2024 - Turkey Istanbul –

Topic: Inspection/ Regulation versus Accreditation (-Differences and similarities, -Pros and cons, - Opportunities for collaboration).

–**Wednesday afternoon- 14:00 -16:45 pm** (in-person and online):

Assisted Dying/End of Life (EPSO health regulation and supervision working group

The working group will focus on questions around regulation and inspection of Assisted Dying (how to regulate, how to inspect in these sensitive end of life situations and what are the lessons learned in the various countries participating in the group).

In Tallin the group will discuss “Lessons Learned on how to regulate and inspect Assisted Dying “

The final report of the group will - after Tallinn- be shared between EPSO partners and will include the findings of the two group meetings and will include the additional comments and learnings from the 3rd working group meeting in Tallinn.

14.00	Gathering of delegates and informal meetings of delegates as start of the final working group meeting
14.00– 14.15	Updates by Becky Sherrington (in-person), chair of the EPSO AD-EoL working group
14.15 – 15.15	Working group session 1 Tallinn (in person or online) Questions and answers; Updates and additional input by working group participants from Jersey, France, Australia, New Zealand, Netherlands, Portugal, Estonia Scotland, Norway, and others. First discussion in the group based on the draft report on initial findings & learnings from meeting 1 (31 st of January 2024) and meeting 2 (27 th of March).
15-15-15.30	Comfort break
15.30 -16.30	Follow up Discussion in the group based on the initial findings & learnings from working group meeting 1 (31 st of January 2024) and working group meeting 2 (27 th of March) and working group meeting 3 (29 th of May) in Tallinn.
16.30– 16.45	Discussion about the Results & Findings of the group. Wrap up working group and follow up proposals.
16.45 - 17.30	Comfort Break
17.30- 18.00	In-person working group delegates walk together to the Restaurant. Others who want to join walk directly to the Restaurant.
18.00- 19.30	Optional pre-conference dinner at own costs in the old city of Tallinn at a reasonably priced restaurant Please let us know in advance if you want to participate and if you have any dietary requirements

36th EPSO Conference (online and in person)

Conference Programme Day 1

30 May 2024 (Thursday)

Day 1 - Thursday 30th of May,

- **Keynote speech on Future centred Healthcare innovation with a focus on Genetic research** in health and social care in Estonia –by our special Guest-of-Honour prof Neeme Tõnisson

Session 1 New research outcomes and Future centred healthcare innovation:

- 1.1 Reflections on future of health and social care regulation in Estonia using genetic data and new research outcomes.
- 1.2 Technical infrastructure to exchange genetic healthcare information or personalised medicine in Estonia; How could this be used by government and by the regulator/ inspectorate for a national strategy to improve the quality of healthcare.
- 1.3 Building a national strategy for genomic and genetic medicine to support preventive medicine and improve existing clinical practice. What role could the regulators and inspectorate play in this context?
- 1.4 Data based strategy – new developments in a data-based approach in health and social care in the Netherlands – prevention of waiting lists, personalised medicine etc

Session 2 Patient safety culture / Patients voice/ Improvement of Culture in health and social care settings:

- 2.1 Soft skills in healthcare safety as the key to better patient safety. Cooperation between Glasgow and Stavanger University, based on the knowledge gathered on this topic over the years by the SHARE team in Norway.
- 2.2 Challenges in safety Culture in England
- 2.3 Patient safety culture and patient-based safety initiatives; Measurement of patient safety culture under stress – findings at OECD
- 2.4 First outcomes of a recent mission on Evidence-based prevention actions in health care in France - Primary prevention in hospital settings; Prevention, the new panacea to improve public health and keep healthcare affordable? What is the role of the Inspectorate?
- 2.5 Recent Internal Audit findings on Culture in hospital care Latvia

¹ Time	Agenda	Speaker(s)
08:45-09:00	Registration @ hotel lobby, Tallinn, Estonia	All delegates
09:00-09:45	Walking Tour of Old city of Tallinn - optional & Group Photo Session	
09:45-09:55	Welcome coffee	
09:55-10:00	Introduction and housekeeping messages by our Conference Presenter Imre Kaas	Conference presenter Imre Kaas, Head of Communications /Head of Service at the Estonian Health Board Terviseamet
10:00-10:10	Roundtable introduction session of all in-person delegates	All delegates
10:10-10:20	Welcome by EPSO	Jooske Vos, ^(in-person) Chair EPSO board
10:20-10:30	Welcome by CEO Health Board Estonia	Birgit Lao (in-person). Director general Health Board Estonia

¹ All timings listed are in Estonian Time (GMT +2). The mentioned times are indicative, and the programme may change due to unforeseen circumstances. If you have questions, please feel free to ask info@epsonet.eu

10:30-11:00	Opening and keynote speech on Future centred Healthcare innovation with a focus on Genetic research in health and social care in Estonia –by our special Guest-of-Honour prof Neeme Tõnisson	Prof. Neeme Tõnisson ^(in-person) . University of Tartu President of Estonian Medical Association, Professor, Group Leader at Estonian Biobank, University of Tartu, Clinical Geneticist in Tartu University Hospital and West Tallinn Central Hospital
11.00 -11.15	Comfort Break	
Conference Session 1: New Research Outcomes and Future Centred Healthcare innovation		
Session 1 11:15 –13:00	This session focuses on New Research outcomes and discusses questions about future-centred healthcare innovation including genomic and genetic medicine	
11.15 – 11.35	Reflections on future of health and social care regulation in Estonia using genetic data and new research outcomes.	Birgit Lao ^(in-person) . Director general Health Board
11.35 –11.55	Technical infrastructure to exchange genetic healthcare information in Estonia; How could this be used by government and by the regulator/ inspectorate for a national strategy to improve the quality of healthcare.	NN ^(in-person) . Estonian Specialist Speaker TBD
11.55– 12.10	Building a national strategy for genomic and genetic medicine to support preventive medicine and improve existing clinical practice. What role could the regulators and inspectorate play in this context?	Dr Wei Wei Tiong, ^(in-person) Deputy Director, Precision Medicine Research), Ministry of Health, Singapore
12.10 –12.30	Data based strategy – new developments in a data-based approach in health and social care in the Netherlands – prevention of waiting lists, personalised medicine etc.	NZA - The Netherlands (not yet confirmed)
12.30-13.00	Q&A or Panel Discussion between speakers (Professor Neeme Tõnisson; Birgit Lao,) and Wei Wi Tiong and other EPSO partners Questions	Moderated by Louis-Charles Viossat ^(in-person) , IGAS/INSPECTANTS France
13:00-14:00	Buffet lunch	All delegates

Conference Session 2: Patient safety culture / Patients' voice/ Improvement of Culture in health and social care settings		
Session 2 14.00 – 17.30	This session focuses on the patient's perspective in a regulatory and inspection context	
14.00 – 14.40	Soft skills in healthcare safety as the key to better patient safety (Foundations of safety—Realistic Medicine, trust, and respect between professionals and patients) Catherine and Siri will talk about their work in cooperation with Stavanger University, based on the knowledge gathered on this topic over the years by the SHARE team.	ass. Prof Catherine Calderwood (in-person). (Prof of Health Futures Computer and Information Sciences, University of Strathclyde, Glasgow former Chief inspector HIS) and Prof Siri Wiig (in-person). University of Stavanger
14.40 -14.50	Q&A and Interactive Panel Discussion with Catherine and Siri	Moderated by NN
14.50 – 15.10	Challenges in safety Culture in England CQC England	CQC (in-person). NN
15.10 – 15.30	Patient safety culture and patient-based safety initiatives; Measurement of patient safety culture under stress – findings at OECD	Kate de Bienassis Health Policy Analyst, Health Division, Directorate for Employment, Labour, and Social Affairs, OECD
15.30 – 15.45	Comfort break	
15.45– 16.05	First outcomes of a recent mission on Evidence-based prevention actions in health care in France - Primary prevention in hospital settings Prevention, the new panacea to improve public health and keep healthcare affordable? What is the role of the Inspectorate?	Mikael Hautchamp (in-person), or Irina Schapira (in-person). IGAS/INSPECTANTS France
16.05 – 16.25	Recent Internal Audit findings on Culture in hospital care	Laura Indrikova (in-person), Head of Internal Audit Unit Paula Stradiņa Klīniskā universitātes slimnīca  PAULA STRADIŅA KLĪNISKĀ UNIVERSITĀTES SLIMNĪCA or Colleague (in-person), Latvia
16.25- 17.25	Discussion in groups with all speakers of session 2, EPSO partners, delegates, and guests	Moderated by the speakers of session 2
17.25 -17.30	Close of day one & admin instructions	All delegates

19:15-22:00	Conference dinner	All delegates are invited by our host Terviseamet to join the dinner at the Movenpick roof top restaurant
-------------	--------------------------	--

Dress code: ‘smart casual’ or if you prefer conference dress” (no need to change after the conference). Please let us know in advance if you have any dietary requirements



Restaurant ROOF is a unique venue perfect for hosting a memorable dinner. The restaurant’s elegant interior, coupled with the magnificent view of the city, creates a luxurious yet cozy atmosphere that adds sparkle to our Conference dinner

DRAFT

36th EPSO Conference (online and in person)

Conference Programme Day 2

31 May 2024 (Friday)

Day 2 - Friday 31st of May 2024

Session 3 Effectiveness and improvement of health and social care regulation and inspection:

- 3.1 Health system performance framework Estonia OECD
- 3.2 Health and quality improvement: challenges to use indicators and a performance framework – reflections from the Estonian Health Board
- 3.3 Single Assessment Framework - CQC England
- 3.4 Malta assessment approach in health and social care
- 3.5 A recent review imposed on NDIS Australia aimed at improvement of regulation outcomes, client centred care at the heart of the regulation, a risk approach to work more effectively
- 3.6 The risks of risk-based regulation and other regulatory pitfalls in the light of complexity, The Netherlands.

Session 4 Quality Improvement– Healthcare leadership:

- 4.1 Effective Leadership in a regulatory setting -New Zealand
- 4.2 Leadership in regulatory settings – CQC England
- 4.3 Financing healthcare quality improvement in France

Session 5 Digital Health /AI in health regulation- a new way of thinking in health and social care:


- 5.1 E- health evaluation in France
- 5.2 E- Health Terviseamet Estonia
- 5.3 E- Health data Singapore
- 5.4 E- health and Digital Care UK – New British Standards kitemark for independent sector online services

Time ²	Agenda	Speaker(s)
8.45 – 9.00	Gathering delegates @pm	All delegates
9.00 – 9.15	Welcome coffee	


Conference session 3 : Effectiveness of health and social care regulation/ inspection

Session 3 9.15 – 11.30	This session focuses on effectiveness of health and social care regulation and inspection from various perspectives worldwide	
9.15- 9.35	OECD a Health system performance framework for Estonia	Eleri Lapp ^(In-person) Counsellor Health System Development Department, Ministry of Social Affairs, Estonia
9.35-9.55	Health and quality improvement: challenges and reflections from the Estonian Health Board	Ragnar Vaiknemets ^(In-person) dept. director-general Estonian Health Board,
9.55-10.15	Single Assessment Framework/ System based regulation	CQC England ^(in-person) . NN

¹ All timings listed are in Estonian Time (GMT +2). The mentioned times are indicative, and the programme may change due to unforeseen circumstances. If you have questions, please feel free to ask info@epsonet.eu

10.15-10.35	Malta's assessment approach in health and social care	Malta Healthcare – Ministry of Health ^(in-person) . not yet confirmed
10.35-10.55	<p>A recent review was imposed on NDIS Australia aimed at improvement of regulation outcomes, client centred care at the heart of the regulation, a risk approach to work more effectively. Alisa Chambers and Catherine Myers will talk about their improvement journey at NDIS</p> <p>NDIS is the Australian Quality and Safeguards commission making sure NDIS participants (people with a disability) receive excellent quality and safe support and services. NDIS enables consumer independence and informed choice for NDIS participants by using regulatory frameworks to promote and remove barriers to quality and safety</p> <p>NDIS vision is that People with disability achieve their aspirations, uphold their rights elevate quality and safety and enable consumer independence.</p> <p>Focus areas of NDIS are the rights of people with disability, quality providers and workers, thriving diverse markets.</p>	<p>Alisa Chambers Deputy Commissioner for Regulatory Policy, Insights and Review at The Australian National Disability Commission NDIS and her colleague Catherine Myers (not yet confirmed)</p> 
10.55-11.15	The risks of risk-based regulation and other regulatory pitfalls in the light of complexity	Martin de Bree ^(In-person) Rotterdam School of Management, Erasmus University Rotterdam, The Netherlands.
11.15-11.30	Comfort break	
Conference session 4 Quality Improvement– Healthcare leadership		
Session 4 11.30 – 13.00	This session focuses on effective leadership and its role in supervisory & regulatory practice.	
11.30-- 11.50	Effective Leadership- New Zealand- New Zealand's approach to handle leadership and leadership quality as one of the strategic indicators for health quality	Simon Medcalf Deputy Director General Regulation and Monitoring, ^(In-person) , Health Quality and Safety Commission New Zealand; (not yet confirmed)
11.50- 12.10	Leadership in Regulatory settings in England	CQC (England) ^(in-person) . NN

¹ All timings listed are in Estonian Time (GMT +2). The mentioned times are indicative, and the programme may change due to unforeseen circumstances. If you have questions, please feel free to ask info@epsonet.eu

12.10-12.30	Financing Effective Leadership and Quality improvement in France- a mission in progress; new outcomes on financing healthcare quality in France	Mikael Hautchamp (In-person), or colleague IGAS/INSPECTANTS France
12.30-13.00	Discussion in groups with the speakers of the sessions 3 and 4, EPSO partners and guests	Discussion in mixed groups EPSO partner countries, speakers, moderated by NN
13:00-14:00	Buffet lunch	
Conference session 5: Digital Health / AI in health regulation		
Session 5 14:00-15.30	This session focuses on - a new way of thinking in health and social care	
14.00 - 14.20	E- health evaluation in France Inspectorate IGAS France will draw lessons on the recent E- Health evaluation in France	Mikael Hautchamp ^(in-person) . or Irina Schapira , ^(In-person) , IGAS/INSPECTANTS France
14.20- 14.40	E- health in Estonia. The Estonian Health Board , will reflect on “the State of play of Estonia's e- health technology in one of the most advanced ‘e- countries’ in the world.	Nele Labi ^(in-person) , vice chancellor of innovation, Ministry of Social Affairs Estonia
14.40 –15.00	E- Health – data Singapore Follow up presentation on Safeguarding health data – a Singapore perspective on ensuring sufficient safeguards to reassure patients and build up trust in health data sharing.	Elaine TEO ^(in-person) Dept Director Medical services (Health Regulation Group), Ministry of Health Singapore , or colleague ^(in-person) Emma ZHANG or Ping Zhi LI
15.-00- 15.20	E- health and Digital Care UK – New British Standards kitemark for independent sector online services	Prof James P. Kingsland Chair digital clinical excellence forum (DICE) or colleague from DICE (not yet confirmed)
15.20- 15.40	Q &A or Panel Discussion	Moderated by NN
15.40 - 15.45	Closing session - Wrap up	Jooske Vos (chair of EPSO)
15.45	Delegates to meet for Friday Afternoon Medical excursion to Tallinn Noth East Hospital	All delegates and partners are invited to join the excursion
		

Conference Dinner 30th of May at restaurant pm

19:15-22:00 Conference dinner

Delegates are invited by our host Terviseamet, Estonian Health Board

18:45	Meet in lobby of the Conference Hotel	All delegates
18:50-19:15	Walk / Coach to the restaurant	All delegates

18.45 All delegates meet in the lobby of the Hotel

18.50- 19.15 Transport pm

19.15 - 22.00 The Conference dinner for all delegates **on invitation of our host the Estonian Health Board Terviseamet** is planned for Thursday the 30th of May at ...

Dress code: smart casual or if you prefer conference dress (no need to change).

Please let us know in advance if you have any dietary requirements.

**Pre- conference ‘Early Bird’ Dinner
Wednesday the 29th of May
&
Conference excursion to Tallinn Medical Centre
Friday the 31st of May showing advanced
technology including rehabilitation care for
Ukrainian military personnel
(both optional)**

Optional pre-conference dinner at own cost

18:00 Early Bird dinner

Optional Conference Excursion to Tallinn’s Northeast Hospital

15.45 - on Friday the 31st of May

Terviseamet has organised this excursion at the end of the conference starting at 15.45 from the conference venue.

Hotel and Booking information

Conference hotel: Mövenpick hotel

The Conference hotel is the Mövenpick hotel <https://movenpick tallinn.ee/>

The Mövenpick hotel is located in centre of Tallinn with everything at walking distance such as the beautiful medieval old town of Tallinn, the Freedom Square, the Parks and the Shops.

A limited number of hotel rooms have been pre-booked for us at a reduced rate until the end of April. Please book your room as soon as possible !

Reservations can be made via: Reservations.duco@accor.com with the Password: Terviseamet

The hotel room prices are as follows (including buffet breakfast, use of Spa and relaxation center, Wi-Fi and VAT) :

REDUCED PRICE for EPSO/ Terviseamet conference

- Superior Double Room (single use) at the price of 135€ per room per night.
- Superior Double Room at the price of 145€ per room per night

NORMAL STANDARD PRICE for regular guests booking in March 2024

- The standard price for the same dates with the same conditions is currently 180€ per room per night

Conference Venue:

Mövenpick hotel, conference rooms: Leiger I and Leiger II <https://movenpick tallinn.ee/>

Lembitu 12, 10114

Tallinn, Estonia

+372 6996 400

Mon-Fri 8:30-17:00

The Mövenpick conference room has been reserved for us:

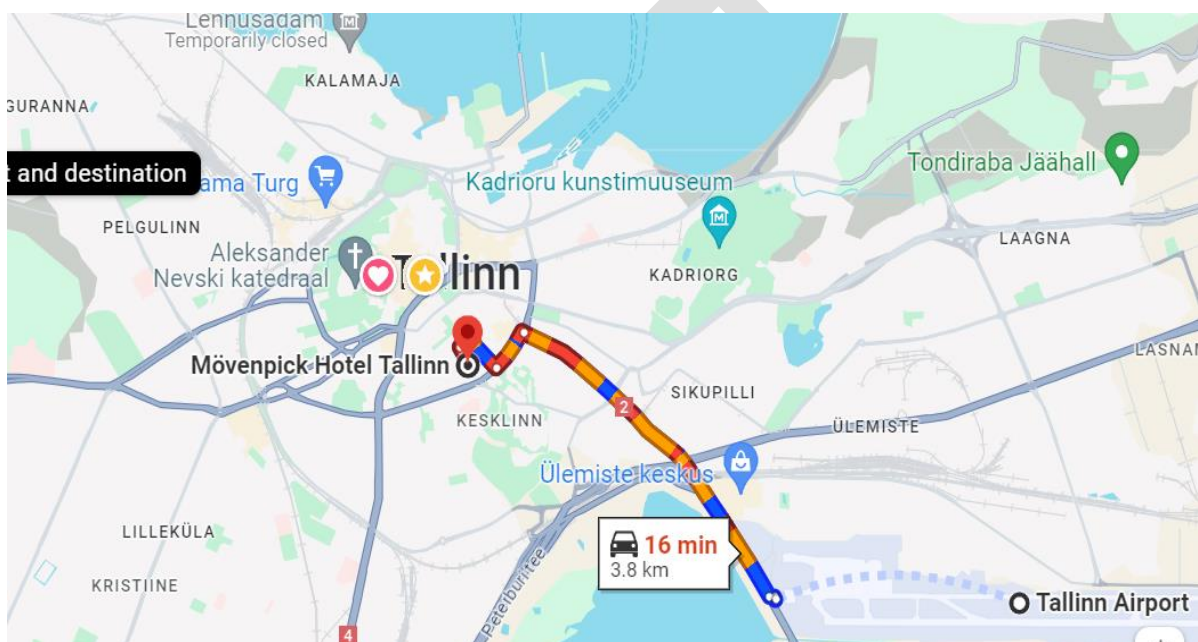
The conference rooms are called Leiger I and Leiger II, they are interconnected and will be one large room. Link - <https://movenpick tallinn.ee/konverentsikeskus/>

Directions to Tallinn, to the Conference venue and to the Conference hotel

Getting to the Conference Hotel from the airport:

By bus: Conference delegates can take a bus nr 2 straight from the north entrance of the airport and ride to the stop called „Kaubamaja “. From there you walk 7 min to the hotel. The ride takes approximately 22 minutes and costs only a few euros. You can buy the bus ticket straight from the bus.

By Taxi Taking a taxi is also a good option They take about 15 minutes to reach the hotel and cost approximately 8-10 euros.



<https://maps.app.goo.gl/ydLopG28m5RqzpdDA>

INFORMATION FORM for in-person delegates (important: please return by 3-5 May)

Please can all delegates attending in-person complete the following information and return not later than 3-5- 2024 to info@epsonet.eu		
Personal information of delegates attending in person in Tallinn		
First name		
Surname		
Function/ Organisation		
WhatsApp phone number		
Country		
Diet	If you have any special dietary requirements or allergies, please let us know	
Special requests (i.e. accessibility)	If you have a special request re accessibility or seating, please let us know	
Weds 29 th of May:		YES/NO
Pre-conference day	Attendance at Working group Assisted Dying / End of Life supervision	
	Attendance of preconference session ISQua- EPSO	
	Attendance at pre-conference meal, at own costs	
Thursday 30 th of May:		YES/NO
Conference Day 1	Attendance at main conference day 1 - conference delegates are invited by Terviseamet	
	Attendance at the Terviseamet hosted Conference dinner,	
Friday 31 st of May		YES/NO
Conference Day 2	Attendance at main conference day 2	
	Participation in optional tour to Tallin Academic Hospital	
Contact information		
Email address		
Mobile No. including international code		
Special requests or remarks for the organisers		

Important Form for presenters
IMPORTANT: please return not later than 3-5

FORM FOR PRESENTERS TO COMPLETE

Phonetic pronunciation of
full name:

Job title:

Short Biography/ short cv to
be used as introduction by
moderator

Please send your
presentation in power point
before 10-5 to
info@epsonet.eu

Positioning Tallinn in Estonia in Northern Europe

