



Latvijas Republikas
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State Audit Office
Republic of Latvia

The interim audit report

Civil-Military Cooperation in the Field of Medical Support

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05.05.2026.

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The field of medical support faces numerous challenges and shortcomings; however, if we do not seek and find solutions during peacetime, we will pay a heavy price during wartime.

Clare Walton

Director General of the Defence Medical
Services of the United Kingdom

What is medical support capability?

The ability **to save lives** and rapidly restore combat effectiveness, sustaining soldier motivation and unit readiness.



Performance Audit Overview

Objective / Main question:

Has the NAF medical support system been sufficiently strengthened to deliver life-saving care?

Main interim question:

Are civilian healthcare institutions and personnel prepared to support the army in case of war?

Audited entity:

Ministry of Defence

Time period covered:

01.07.2015 – 30.06.2025.

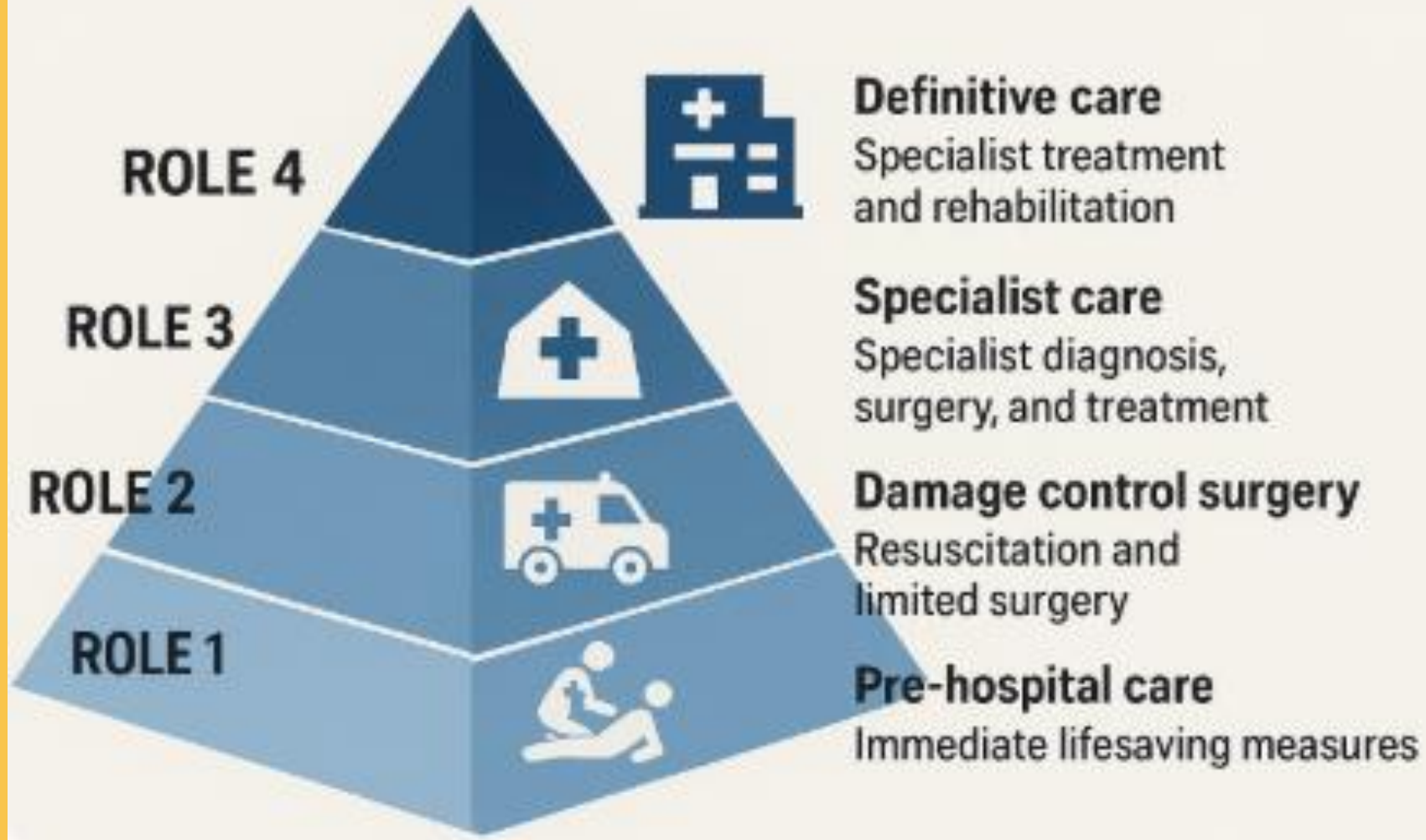
Published:

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Report status:

Classified. The audit questions were disclosed to a wider audience.

NATO ROLE MEDICAL SUPPORT LEVELS



CAPABILITY

People

Resources

Knowledge and Skills

Education and training of healthcare professionals in military medicine within higher education institutions

Regular skills refreshment

Personnel reserve system for NAF medical support requirements

Regular participation of hospitals in civil-military medical exercises

Resource Adequacy and Security for Continuity of Operations

Safety of personnel and patients, including shelters

Blood supply and blood reserve management system

Energy resources

Evacuation and medical transport capacity (MEDEVAC)

Medical stockpiles (medicines and medical equipment)

Organizational interoperability and information-sharing mechanisms

Foundation for ensuring the prerequisites:
Clear objectives and responsibilities are defined, and coordinated implementation is ensured.

Audit Objectives

The audit assessed whether:

- a civilian-military **cooperation model** of medical support to the NAF is in place;
- roles and responsibilities are **commonly understood** by the defence and civilian healthcare sectors;
- **measures are implemented** to strengthen civilian healthcare capacity in wartime;
- civilian healthcare personnel possess the necessary military medical **skills**;
- a military **reserve system** has been established for healthcare personnel.



Main conclusion

Although several significant steps have already been taken in Latvia to strengthen civil and military cooperation in the field of medical support, the audit has indicated areas where further development is required.



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Seven recommendations have been issued

Implementation of the recommendations will:

- strengthen civilian medical **support** to the NAF in crisis and war;
- improve the effectiveness of civil–military medical **cooperation**;
- increase hospital resilience and **preparedness**;
- enhance military medicine **knowledge** and **skills** of healthcare personnel.

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Strong national defense is possible only when both the military and civilian sectors clearly assume their responsibilities, ensure readiness, and regularly test their capabilities in practice.

Gatis Litvins

Council Member of the
State Audit Office of Latvia

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[..] in the situation we find ourselves in, time may be our most precious non-renewable resource.

Carl-Oskar Bohlin

Minister for Civil Defence, Sweden

Special thanks (**PALDIES!**) to the SAI and Ministries of Defence of the



Tere!



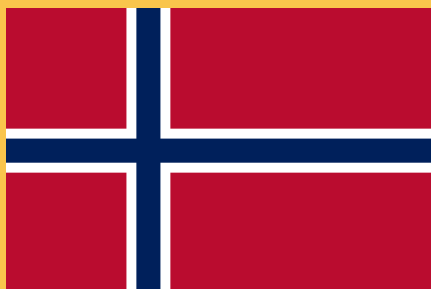
Ačiū!



Kiitos!



Tack!



Takk!



Tak!



Děkuji!!



Дякую!



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Paldies!

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Is a civil–military **cooperation model** in place for civilian medical support?

The auditors examined

- the **civil–military cooperation framework** for providing medical support;
- **coordination** of medical support within Comprehensive National Defence system;
- the role of the **Crisis Management Centre** in coordination and oversight;
- **disaster medicine preparedness**, including actions by the Ministry of Health and the State Emergency Medical Service.

Are **actions** being taken to strengthen civilian healthcare capacity to support the NAF in wartime?

The auditors examined whether:

- civilian healthcare institutions **understand** their wartime role;
- procedures exist for **allocating** healthcare personnel between the NAF and the civilian sector during mobilization;
- measures are implemented to ensure hospital **continuity** and the **capacity** to support the NAF in wartime;
- **lessons learned** from the war in Ukraine are reflected in medical support planning;
- civil–military medical **exercises** conducted in hospitals with the NAF.

Are **actions** being taken to strengthen civilian healthcare capacity to support the NAF in wartime?

- 1) physical safety of staff and patients (incl. the availability of shelters, personal protective equipment);
- 2) evacuation plans and availability of transport;
- 3) energy supply preparedness;
- 4) stockpiling of medicines and medical devices;
- 5) availability of blood reserves;
- 6) information-sharing and communications (incl. protection against cyberattacks).

Do civilian healthcare personnel have **knowledge and skills** in military medicine?

The auditors analysed whether:

- a clear legal and **policy framework** supports military medicine training for civilian healthcare personnel;
- basic military medicine is integrated into **higher education**, residency, and continuing professional development;
- **professional standards** require knowledge of military medicine;
- **training measures** are implemented effectively and on time;
- **a coordinated approach** exists among responsible ministries, with NAF involvement and adequate resources.

Has a military **reserve system** been established for healthcare personnel?

The auditors analysed whether:

- **systematic activities** are being implemented to inform healthcare personnel about opportunities to serve in the NAF medical support units;
- medical students are being purposefully involved in **compulsory** military service;
- efforts are underway to establish a military **reserve system** for healthcare personnel.