

## FINANCE/ADMINISTRATION SECTION CHIEF

**Mission:** Monitor the utilization of financial assets and the accounting for financial expenditures.  
Supervise the documentation of expenditures and cost reimbursement activities.

Position Reports to: <b>Incident Commander</b>		Command Location: _____
Position Contact Information: Phone: ( _____ ) - _____		Radio Channel: _____
Hospital Command Center (HCC): Phone: ( _____ ) - _____		Fax: ( _____ ) - _____
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.
Position Assigned to:	Date: / /	Start: ____:____ hrs.
Signature:	Initials:	End: ____:____ hrs.

Immediate Response (0 – 2 hours)	Time	Initial
<p><b>Receive appointment</b></p> <ul style="list-style-type: none"> <li>• Obtain briefing from the Incident Commander on:                             <ul style="list-style-type: none"> <li>○ Size and complexity of incident</li> <li>○ Expectations of the Incident Commander</li> <li>○ Incident objectives</li> <li>○ Involvement of outside agencies, stakeholders, and organizations</li> <li>○ The situation, incident activities, and any special concerns</li> </ul> </li> <li>• Assume the role of Finance/Administration Section Chief</li> <li>• Review this Job Action Sheet</li> <li>• Put on position identification (e.g., position vest)</li> <li>• Notify your usual supervisor of your assignment</li> </ul>		
<p><b>Assess the operational situation</b></p> <ul style="list-style-type: none"> <li>• Obtain and ensure tracking of financial information and status</li> <li>• Evaluate Finance/Administration Section needs and capacity to perform:                             <ul style="list-style-type: none"> <li>○ Time cost tracking</li> <li>○ Procurement cost tracking and assistance</li> <li>○ Compensation and claims cost tracking</li> </ul> </li> </ul>		
<p><b>Determine the incident objectives, tactics, and assignments</b></p> <ul style="list-style-type: none"> <li>• Determine which Finance/Administration Units need to be activated:                             <ul style="list-style-type: none"> <li>○ Time Unit</li> <li>○ Procurement Unit</li> <li>○ Compensation/Claims Unit</li> <li>○ Cost Unit</li> </ul> </li> <li>• Document section objectives, tactics, and assignments on the HICS 204: Assignment List</li> <li>• Make assignments and distribute corresponding Job Action Sheets and position identification</li> <li>• Determine strategies and how the tactics will be accomplished</li> <li>• Determine needed resources</li> </ul>		

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<ul style="list-style-type: none"> <li>Brief section personnel on the situation, strategies, and tactics, and designate a time for the next briefing</li> </ul>		
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>Provide cost implications of incident objectives, activities, and resources</li> <li>Ensure that the Incident Action Plan (IAP) is within financial limits established by the Incident Commander</li> <li>Determine if any special contractual arrangements or agreements are needed</li> <li>Review existing contracts and Memoranda of Understanding (MOUs) to understand options and fiscal implications of implementation</li> <li>Obtain information and updates regularly from section units</li> <li>Provide status updates to the Incident Commander regularly, advising of accomplishments and issues encountered</li> <li>Provide regular updates to section personnel and inform them of strategy changes, as needed</li> <li>Communicate regularly with other Section Chiefs             <ul style="list-style-type: none"> <li>Logistics Section for resource needs and activities</li> <li>Inform Planning Section of activities that have occurred; keep updated with status and utilization of resources</li> <li>Communicate with the Operations Section for personnel time records, potential compensation and claims, and canceled surgeries and procedures</li> </ul> </li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>HICS 204: Document assignments and operational period objectives on Assignment List</li> <li>HICS 213: Document all communications on a General Message Form</li> <li>HICS 214: Document all key activities, actions, and decisions in an Activity Log on a continual basis</li> <li>HICS 252: Distribute Section Personnel Time Sheet to section personnel; ensure time is recorded appropriately, and submit it to the Time Unit Leader at the completion of a shift or end of each operational period</li> <li>HICS 256: Initiate financial account tracking on Procurement Summary Report</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>Determine equipment and supply needs; request them from the Logistics Section Supply Unit Leader</li> <li>Determine issues and needs in section areas; coordinate resource management</li> <li>Make requests for external assistance, as needed, in coordination with the Liaison Officer</li> </ul>		
<p><b>Communication</b></p> <p><i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>Ensure that all section personnel comply with safety procedures and instructions</li> </ul>		

Intermediate Response (2 – 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>Transfer the Finance/Administration Section Chief role, if appropriate             <ul style="list-style-type: none"> <li>Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital</li> </ul> </li> </ul>		

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<ul style="list-style-type: none"> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)</li> <li>● Approve a cost-to-date incident financial status report to be submitted by the Cost Unit Leader at regular intervals (e.g., every eight hours) summarizing financial data relative to personnel, supplies, other expenditures, and expenses</li> <li>● Work with the Incident Commander and other Section Chiefs to identify short- and long-term issues with financial implications; establish needed policies and procedures</li> <li>● Brief the Incident Commander, Public Information Officer, and Liaison Officer regularly on the status of the Finance/Administration Section</li> <li>● Designate a time for briefing and updates with Finance/Administration Section leadership to update the Incident Action Plan (IAP)</li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>● HICS 204: Document assignments and operational period objectives on Assignment List</li> <li>● HICS 213: Document all communications on a General Message Form</li> <li>● HICS 214: Document actions, decisions, and information received on Activity Log</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>● Ensure equipment, supplies, and personal protective equipment (PPE) are replaced as needed, coordinating with Operations and Logistics Section Chiefs</li> </ul>		
<p><b>Communication</b></p> <p><i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>● Ensure staff health and safety issues are being addressed; report issues to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit</li> </ul>		

Extended Response (greater than 12 hours)	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>● Transfer the Finance/Administration Section Chief role, if appropriate                             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, response actions, available resources, and the role of external agencies in support of the hospital</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)</li> </ul> </li> <li>● Present financial updates to the Incident Commander and Command Staff at regular intervals (e.g., every eight hours) and as requested</li> <li>● Ensure that routine non-incident related administrative oversight of hospital financial operations is maintained</li> <li>● Coordinate emergency procurement requests with the Logistics Section Supply Unit Leader</li> <li>● Maintain cash on hand to ensure safe and efficient clinical and non-clinical operations</li> <li>● Ensure automated teller machines (ATMs) located within the hospital are secured and maintained as appropriate</li> </ul>		

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<ul style="list-style-type: none"> <li>• Consult with local, state, and federal officials regarding reimbursement regulations and requirements; ensure required documentation is prepared according to guidance received</li> <li>• Continue to monitor the ability of Finance/Administration Section personnel to meet workload demands, personnel health and safety, resource needs, and documentation practices</li> <li>• Brief the Incident Commander, Public Information Officer, and Liaison Officer regularly on the status of the Finance/Administration Section             <ul style="list-style-type: none"> <li>○ Designate a time for briefing and updates with Finance/Administration Section leadership to update the Incident Action Plan (IAP)</li> </ul> </li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• HICS 204: Document assignments and operational period objectives on Assignment List</li> <li>• HICS 213: Document all communications on a General Message Form</li> <li>• HICS 214: Document actions, decisions, and information received on Activity Log</li> <li>• HICS 257: Track equipment used during the response on the Resource Accounting Record</li> </ul>		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Monitor levels of all supplies and equipment, and collaborate on needs with the Logistics Section Supply Unit Leader</li> </ul>		
<p><b>Communication</b></p> <p><i>Hospital to complete: Insert communications technology, instructions for use and protocols for interface with external partners</i></p>		
<p><b>Safety and security</b></p> <ul style="list-style-type: none"> <li>• Coordinate Finance/Administration security needs with the Operations Section Security Branch</li> <li>• Observe all staff and volunteers for signs of stress and inappropriate behavior and report concerns to the Safety Officer and the Logistics Section Employee Health and Well-Being Unit Leader</li> <li>• Provide for personnel rest periods and relief</li> <li>• Ensure your physical readiness through proper nutrition, water intake, rest, and stress management techniques</li> </ul>		

Demobilization/System Recovery	Time	Initial
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Transfer the Finance/Administration Section Chief role, if appropriate             <ul style="list-style-type: none"> <li>○ Conduct a transition meeting to brief your replacement on the current situation, demobilization actions, available resources, and the role of external agencies in support of the hospital</li> <li>○ Address any health, medical, and safety concerns</li> <li>○ Address political sensitivities, when appropriate</li> <li>○ Instruct your replacement to complete the appropriate documentation and ensure that appropriate personnel are properly briefed on response issues and objectives (see HICS Forms 203, 204, 214, and 215A)</li> </ul> </li> <li>• As objectives are met and needs decrease, return Finance/Administration Section personnel to their usual jobs and combine or deactivate positions in a phased manner, in coordination with the Planning Section Demobilization Unit Leader</li> <li>• Collect and analyze all financial related data from Finance/Administration Section Units</li> </ul>		

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<ul style="list-style-type: none"> <li>• Ensure processing and payment of invoiced costs</li> <li>• Submit required reimbursement documentation and track payments</li> <li>• Upon deactivation of your position, brief the Incident Commander on current problems, outstanding issues, and follow-up requirements</li> <li>• Participate in other briefings and meetings as required</li> <li>• Continue to become familiar with eligibility to apply for state and or federal reimbursement and assembly of needed materials including invoices, work orders, and pictures of items replaced and or hospital damage repaired</li> <li>• Participate in stress management and after action debriefings</li> <li>• Submit comments to the Planning Section for discussion and possible inclusion in an After Action Report and Corrective Action and Improvement Plan. Topics include:             <ul style="list-style-type: none"> <li>○ Review of pertinent position descriptions and operational checklists</li> <li>○ Recommendations for procedure changes</li> <li>○ Accomplishments and issues</li> </ul> </li> </ul>		
<p><b>Documentation</b></p> <ul style="list-style-type: none"> <li>• HICS 221: Demobilization Check-Out</li> <li>• Ensure all documentation is submitted to the Planning Section Documentation Unit</li> <li>• Provide corporate reports as requested</li> <li>• Prepare with others as needed all invoices, overtime records, damage reports (including before and after pictures), and repair or replacement cost documentation for submission to state and federal authorities when requested</li> <li>• Work with risk management for submission of all insurance related claims (personal injury, workmen’s compensation, building damage etc.)</li> </ul>		

<b>Documents/Tools</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> HICS 203 - Organization Assignment List</li> <li><input type="checkbox"/> HICS 204 - Assignment List</li> <li><input type="checkbox"/> HICS 205A - Communications List</li> <li><input type="checkbox"/> HICS 213 - General Message Form</li> <li><input type="checkbox"/> HICS 214 - Activity Log</li> <li><input type="checkbox"/> HICS 215A - Incident Action Plan (IAP) Safety Analysis</li> <li><input type="checkbox"/> HICS 221 - Demobilization Check-Out</li> <li><input type="checkbox"/> HICS 252 - Section Personnel Time Sheet</li> <li><input type="checkbox"/> HICS 256 - Procurement Summary Report</li> <li><input type="checkbox"/> HICS 257 - Resource Accounting Record</li> <li><input type="checkbox"/> HICS 258 - Hospital Resource Directory</li> <li><input type="checkbox"/> Hospital financial data forms</li> <li><input type="checkbox"/> FEMA reimbursement guidance and forms</li> <li><input type="checkbox"/> State and Department of Homeland Security reimbursement forms</li> <li><input type="checkbox"/> Hospital Emergency Operations Plan</li> <li><input type="checkbox"/> Incident Specific Plans or Annexes</li> <li><input type="checkbox"/> Hospital organization chart</li> <li><input type="checkbox"/> Hospital telephone directory</li> <li><input type="checkbox"/> Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication</li> </ul>