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CHECKLIST TEMPLATE

Year-End Finance Close Checklist for Hospitals

A repeatable March-end checklist for hospitals with consultant payouts: ledger reconciliation, TDS true-up, the Q4 26Q, Form 16A issuance, and provisions.

Why year-end is harder with consultants

You are not only finalising your own books; you are finalising the TDS position of every consultant, ensuring their deductions are correct for the year, and preparing the certificates they need to file their own returns. A mistake here cascades to dozens of other people's tax filings. Work through this checklist to close the year cleanly.

Financial year: 20__ to 20__ **Close prepared by:** _____ **Reviewed by:** _____

Reconcile consultant ledgers

- [ ] Close every consultant's ledger: total visits, fees earned, paid, and TDS deducted.
- [ ] Confirm each consultant's opening and closing balances tie out.
- [ ] Identify any disputed or pending amount explicitly, not ambiguously.

TDS true-up and Q4 26Q

- [ ] Total TDS deducted per consultant equals total deposited via challans.
- [ ] All four quarters of 26Q reconcile to the books.
- [ ] PANs are valid and consistent across every quarter.
- [ ] Any short-deduction is corrected before the year is locked.
- [ ] File the Q4 26Q (January to March) by 31 May.

Form 16A issuance

- [ ] Generate Form 16A for each consultant from TRACES after filing Q4 26Q.
- [ ] Issue every certificate promptly so consultants can claim their credits.
- [ ] Confirm no consultant is missing a certificate for any quarter.

Outstanding collections and provisions

- [ ] Review aging receivables honestly and decide what is recoverable.
- [ ] Set provisions for amounts unlikely to be collected.
- [ ] Pay percentage-of-collection consultants on realised amounts, not billed figures.
- [ ] Carry forward clearly documented open items into the new year.

ISSUE 16A EARLY

Issue Form 16A within days of filing Q4 26Q, not weeks. The consultant who receives a clean certificate early remembers it at renewal time.

> *A clean March close is not luck. It is the reward for keeping consultant ledgers and TDS reconciled every month, so year-end is a confirmation rather than a reconstruction.*
>
> ConsultPro Finance Playbook

Close the year as a confirmation

ConsultPro keeps consultant ledgers and TDS reconciled all year, so the March close is routine. Start your free 14-day trial at **consultpro.in.net**.

This checklist is general information for hospital finance teams and is not tax or legal advice.