

# Recommendations for commissioners

## Financing and investment



These recommendations reflect some of the actions that commissioners can take if wishing to adopt a neighbourhood prime provider model' or similar approach. They're informed by the financing and investment building block section of the toolkit.

Financing and investment	Yes	No	N/A
<p>Select providers demonstrating financial sustainability through innovative contracting, workforce investment and transparent cost management.</p> <ul style="list-style-type: none"><li>■ Request evidence of how providers allocate funding across care delivery, training, infrastructure and contingency planning.</li><li>■ Look for providers who can demonstrate reduced turnover, improved outcomes and long-term viability through ethical financial practices.</li></ul>			
<b>Action</b>			

Financing and investment	Yes	No	N/A
<p>Encourage payment models that move away from pay per call, reviewing data to right-size care and pay more for shorter calls.</p> <ul style="list-style-type: none"> <li>■ Support shift-pay or block-pay models that value carers' full time, including travel and training.</li> <li>■ Use provider data to identify over-commissioned packages and adjust care durations based on actual need.</li> <li>■ Enable flexible commissioning that allows for 10–15-minute calls where appropriate, without penalising providers financially.</li> </ul>			
<b>Action</b>			

Financing and investment	Yes	No	N/A
<p>Recognise investment in the provider is needed at all levels, not just frontline deliver to ensure their sustainability and ability to continually improve.</p> <ul style="list-style-type: none"> <li>■ Ensure contracts allow for investment in digital infrastructure, training and operational systems.</li> <li>■ Understand that sustainable care requires strong back-office support, including HR, finance and performance teams.</li> </ul>			
Action			

Financing and investment	Yes	No	N/A
<p>Choose organisations with contingency plans to protect service continuity during disruptions.</p> <ul style="list-style-type: none"> <li>■ Include provisions for retainer payments or one-week notice periods in contracts to support income stability.</li> <li>■ Ask providers how they redeploy staff during hospital admissions or cancellations to maintain engagement and productivity.</li> <li>■ Support flexible funding arrangements that allow for proactive care interventions during service gaps.</li> </ul>			

Action
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Financing and investment	Yes	No	N/A
<p>Seek transparency around workforce pay structures, including contracted hours and travel time.</p> <ul style="list-style-type: none"> <li>■ Require providers to share pay models and demonstrate how carers are compensated fairly for all time worked.</li> <li>■ Encourage shift-pay models that eliminate unpaid travel and support job security.</li> <li>■ Use pay transparency as a benchmark for ethical commissioning.</li> </ul>			

**Action**

Financing and investment	Yes	No	N/A
<p>Support payment mechanisms that offer financial stability during short-term service interruptions, such as retainer payments when individuals cancel care or are admitted to hospital, to help providers maintain workforce capacity and service continuity.</p> <ul style="list-style-type: none"> <li>■ Include contingency pots or flexible funding clauses to maintain workforce capacity during client absences.</li> <li>■ Recognise that consistent income enables providers to retain staff and deliver high-quality care.</li> <li>■ Avoid rigid payment structures that penalise providers for unavoidable disruptions.</li> </ul>			
<b>Action</b>			

Financing and investment	Yes	No	N/A
<p>Look to secure long-term contracts to build relationships and allow providers and commissioners to invest in developing and delivering the model. This could positively impact investment in workforce, digital tools and systems etc.</p> <ul style="list-style-type: none"> <li>■ Offer multi-year agreements that support strategic planning and infrastructure investment.</li> <li>■ Use long-term partnerships to co-design services, share risks and foster innovation.</li> <li>■ Recognise that stability enables providers to invest in digital tools, workforce development and continuous improvement.</li> </ul>			
Action			

Financing and investment	Yes	No	N/A
<p>Support investment in local leadership and infrastructure to enable transformation.</p> <ul style="list-style-type: none"> <li>■ Recognise that initial investment in local teams and leadership is essential for long-term sustainability.</li> <li>■ Commissioners should consider funding development phases to support efficient, values-driven care models.</li> <li>■ Encourage providers to build strong local teams capable of responsive, community-based care.</li> </ul>			
<b>Action</b>			