

IPRAS MODEL

INTEGRATED POLICE RESPONSE FOR ABUSED SENIORS



Description of the Model's Components



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Description of the Model's
Components



Montréal 



Chaire de recherche sur la maltraitance
envers les personnes âgées
Research Chair on Mistreatment of Older Adults

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DISCLAIMER

The opinions and interpretations in this publication are those of the authors and do not necessarily represent the views of the Government of Canada.



LEXICON OF ACRONYMS

CAVAC	Centre d'aide aux victimes d'actes criminels (Crime Victims Assistance Center)
CDPDJ	Commission des droits de la personne et des droits de la jeunesse (Commission of Human Rights and Youth Rights)
CIUSSS	Centres intégrés universitaires de santé et de services sociaux (Public Health and Social Services Centres)
EMRII	Équipe mobile de référence et d'intervention en itinérance (Mobile referral and intervention team for the homeless)
ESUP	Équipe de soutien aux urgences psychosociales (Support team for psychosocial emergencies)
EUNR	Enquête ultérieure non recommandée (Unwarranted Further investigation)
IPRAS	Integrated Police Response for Abused Seniors
LAAA	Ligne Aide Abus Aînés (Helpline for abused older adults)
OM	Operating Mode
MADA	Municipalité Amie des Aînés (Age-Friendly Cities and Communities)
M-IRIS	Montréal – inscription et recherche de l'information sur la sécurité (Montréal - registration and search for information regarding safety)
NPS	Neighbourhood Police Station
SES	Service des enquêtes spécialisées (Special investigations unit)
SPVM	Service de police de la Ville de Montréal (City of Montréal Police Service)

INTRODUCTION

Starting in July 2013, the Integrated Police Response for Abused Seniors (IPRAS) has been led jointly by the Research and Planning Division of the Service de Police de la Ville de Montréal (SPVM) and the Research Chair on Mistreatment of Older Adults at the University of Sherbrooke¹. Extending over a three-year period and funded in part by the Government of Canada through the New Horizons program for seniors, the aim of this action research project was to develop a police intervention model to counter mistreatment of older adults.

During the first 18 months, ten activities of documentary research and data collection (qualitative and quantitative) involving officers in various positions allowed police practices existing within the SPVM, elsewhere in Canada and abroad, to be documented. These activities also served to point to SPVM officers' needs in terms of their response to mistreated older adults. By triangulating this information, 25 principal needs were revealed and it was then possible to design the basic structure for the model (practice scheme). On the one hand, it is based on the five police intervention areas (prevention, detection, response to calls/ front line intervention, follow-ups and investigations/judicial process) and on the other, on four cross-cutting strategies (knowledge transfer, intersystem collaboration, coordination and strategic management).

In January 2015, the SPVM formed an Operational Committee to work jointly with the IPRAS research team with a view to making the practice scheme operational (thus making it an operational practice model), encouraging the implementation of the operational practice model within the pilot project units and ensuring that there is evaluative follow-up of its implementation and effects. The operational practice model was developed between February and April 2015. From May to September 2015, the SPVM proceeded to implement the pilot project in three Neighbourhood Police Stations (NPS) and three regional investigation units. At the same time, an evaluation strategy for the implementation and its effects was put into practice and adjustments were made. In November 2015, the SPVM launched the second phase of the pilot project by implementing the operational practice model in four other NPSs and in the Service's fourth and last regional investigation unit. Once this pilot project was over, adjustments were made and the SPVM adopted its final practice model—the “IPRAS Model”—in March 2016. This model is shown in Figure 1, and each of its components is described in this report.

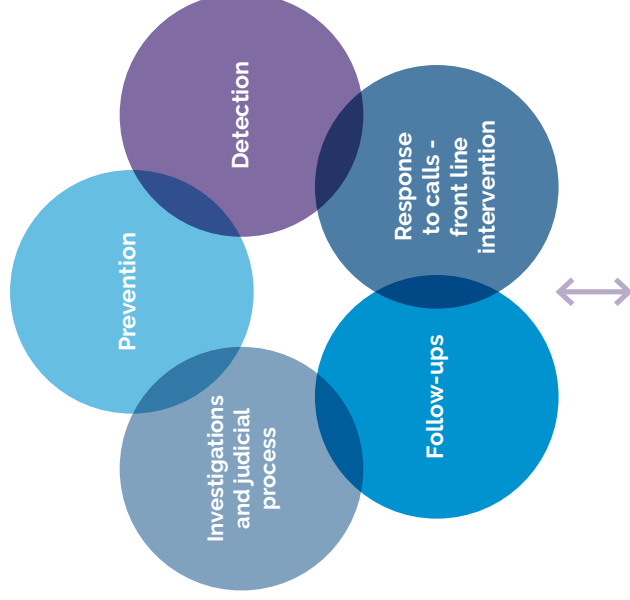
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¹ The Research Chair on Mistreatment of Older Adults is funded by the Québec Government as a structuring action in the *Plan d'action gouvernemental pour contrer la maltraitance envers les personnes âgées* (Ministère de la famille et des aînés, 2010).



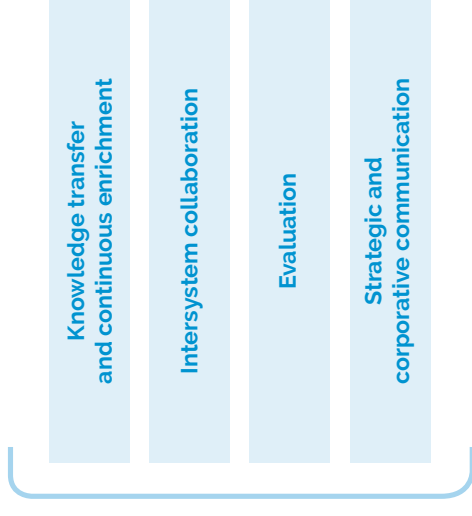
GUIDANCE AND COACHING OF THE PRACTICE



INTERVENTION AREAS



CROSS-CUTTING SUPPORT



COORDINATION

Corporate ↔ Regional ↔ Local

STRATEGIC MANAGEMENT AND LEADERSHIP

FIGURE 1 – IPRAS MODEL

The IPRAS Model comprises five integrated components. At the centre are the **police intervention areas**, on which the practice scheme based and from which the needs surfaced and were then grouped and classified. These circles represent the core of the IPRAS Model. The other elements in the model run crosswise to the intervention areas. They offer to police practice **coordination** (on three levels: local, regional and corporate), **guidance and coaching** (Operational Committee, Operating Mode, management communication, a community of practices), and **cross-cutting support** (knowledge transfer and continuous enrichment, intersystem collaboration, strategic communication and evaluation). Finally, **strategic management and leadership** serve as anchors to the model as a whole, illustrating the importance of the ongoing commitment of managers (strategic level) to all the other components of the model. In other words, the entire model rests on this element.

The model has 22 **courses of action**, which are broken down into 57 individual **actions**. **Practices** for each action were developed within the SPVM. **Perspectives for ongoing improvements** have already been identified and will allow for longer-term practices to be established. Other perspectives for improvement may be identified later by the SPVM.

1. INTERVENTION AREAS

1.1. Prevention

Course of Action 1. Strengthen a common prevention strategy

Police officers use a wide variety of tools in the prevention of the mistreatment of older adults. They may come from the Community Relations Division, a corporate unit or local and regional initiative associated with partners. Police officers feel there is a need to standardize prevention messages. The following actions are at the top of the list:

- Action 1. Promote all the existing tools.**
- Action 2. Favour prevention activities carried out jointly with the partners.**

The following **practices** have been developed:

- Prevention tools with a visual SPVM signature: bookmark, re-usable bag, protective sleeve for debit/credit card, decal, pencil, training for financial institutions.
- User guides accompany the tools.

The **perspective for improvement** envisaged is:

- Prevention messages will be updated as the forms and types of mistreatment evolve.

Course of Action 2. Take into consideration the cultural diversity of older adults in the prevention messages

One concern of the police officers is reaching older adults from cultural communities in particular. The following action is at the top of the list:

Action 3. Use the available tools, especially those developed by the provincial coordination to counter mistreatment of older adults in cultural communities (Coordination provinciale pour contrer la maltraitance envers les aînés des communautés culturelles).

The following **practice** has been developed:

- › Certain SPVM tools, initially produced in French, were translated into several languages (bookmark translated into English, Spanish and Arabic).

The **perspectives for improvement** envisaged are:

- › Tools in several languages, developed by the provincial coordination to counter mistreatment of older adults in cultural communities, will be used. By doing so, the IPRAS Model will be attuned with the orientations of the provincial government.
- › The SPVM could produce video clips in four languages, if funding is forthcoming.

1.2. Detection

Course of Action 3. Improve the knowledge of police officers for detecting mistreatment of older adults

Police officers feel they are not well equipped to detect signs of elder mistreatment, which are often not visible at first glance, unlike most of the situations in which they are called upon to intervene. Moreover, links between criminal acts and mistreatment need to be clarified. The following actions are at the top of the list:

Action 4. Adopt and promote a toolbox for detection.

Action 5. Make known the links between forms and types of mistreatment and criminal acts.

The following **practices** have been developed:

- › Detection Pocket Tools were distributed to officers of all functions.
- › A management communication sheet for commanders stresses the detection role played by patrol officers and the monitoring role played by supervisors.
- › On-line training on Campus²: task support to help officers understand the connection between acts of mistreatment and criminal offences, a knowledge test, presentation of actual cases and the resulting interventions.
- › Maps were distributed showing the distribution of the older adult population on each NPS territory.

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² Campus is an on-line platform at the SPVM devoted to the ongoing training of officers.

- Operating Mode³ (OM): use of the Detection Pocket Tool is encouraged so that patrol officers can determine the nature of the incident.
- The tools were presented to all local and regional units during the tours to launch the model.

The **perspective for improvement** envisaged is:

- Help tools for detection will be promoted on a continuing basis to keep officers aware.

Course of Action 4. Support patrol officers in detecting mistreatment

Patrol officers play a key role in detecting cases of mistreatment. They need support from more “specialized” officers to execute this task appropriately. However, patrol officers first need to carry out the task of detecting signs of mistreatment before referring mistreatment cases directly to the specialist officers. The following actions are at the top of the list:

- Action 6. Designate Local Resource Officers to advise patrol officers and carry out second line detection as needed.**
- Action 7. Designate Local Resource Officers to examine all the reports on older adults generated at the neighbourhood station.**
- Action 8. Establish the obligatory protocol to be followed by the patrol officer for forwarding copies of the report to the Local Resource Officer in all cases (criminal or not).**

The following **practices** have been developed:

- OM: the Local Resource Officer acts as the contact person for older adults’ files at the Neighbourhood Police Station.
- OM: the Local Resource Officer examines all files on older adults generated at the Neighbourhood Police Station.
- OM and management communication sheet: the supervisor forwards all older adults’ reports to the Local Resource Officer.
- An analysis chart offers advice on the involvement and the work distribution of patrol officers and the Local Resource Officers.

1.3. Response to calls/front line intervention

Course of Action 5. Description of officers’ roles in an Operating Mode (OM)

Most front line patrol officers feel they are ill equipped to intervene with older adults in an mistreatment situation, especially in non-criminal cases. They find it difficult to know to whom and when to refer the case, internally as well as externally. The SPVM’s objective is to make sure that officers do not go beyond the role assigned to them (a patrol officer is not a social worker), while optimizing the role. It is essential that the officer’s intervention with a older adult be regulated. The following actions are at the top of the list:

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³ An Operating Mode is a police response procedure adopted by a police service.

- Action 9. Distribute an OM, including an intervention flowchart.**
- Action 10. Prescribe a mandatory report for any intervention with an older adult.**
- Action 11. Incorporate the roles of partners into the OM and the intervention flowchart.**

The following **practices** have been developed:

- › OM: principles and definitions were adopted and the roles of police officers were described according to their function (officer, supervisor, detective-sergeants who perform a first screening to dispatch investigations, investigator, Local Resource Officer -often the community relations officer-, Regional Resource Officer -often the cooperation officer-, Corporate Resource Officer -counselling officer).
- › Intervention flowchart (an OM appendix): an intervention trajectory in cases of mistreatment of older adults explains what to do and to whom to refer the cases, depending on the situation encountered (criminal act, non-criminal act, older adult needing psychosocial assistance).
- › OM and intervention flowchart: writing the report is obligatory for any mistreatment situation involving an older adult, criminal or not.
- › OM, intervention flowchart, management communication sheet: the supervisor makes sure that a report is produced for every situation involving a senior.
- › An M-IRIS⁴ template helps patrol officers in writing the report concerning a senior.
- › OM and intervention flowchart: the moments at which the intervention can be referred to the CAVAC and CIUSSS are shown.
- › The analysis chart shows the role distribution of the main partners.

Course of Action 6. Promote non-ageist interaction techniques adapted to older adults

In their interactions with older adults, police officers find it difficult to differentiate the normal aspects of aging from the pathological aspects. In other words, it can be difficult to determine whether an older adult has cognitive issues, is suffering from a mental illness or is losing his memory, and to do so taking care to avoid an ageist behaviour. Thus starting a conversation with an older adult and spotting any signs of mistreatment becomes complex. The following actions are at the top of the list:

- Action 12. Disseminate techniques for interacting with older adults.**
- Action 13. Make police officers aware of the demographic profile of the neighbourhood when they first come to a NPS.**

The **perspective for improvement** envisaged is:

- Action 14. (in the long term) Adapt the techniques for interactions with older adults from cultural communities.**

The following **practices** have been developed:

- › Detection Tool: advice on interactions with, attitude towards and questions to ask to older adults are included in the Detection Tool.

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⁴ M-IRIS is the computer system used by police officers in the SPVM for registering and researching information about safety, from the initial call right through to the court proceedings.

- › The demographic profile of the neighbourhood is given to police officers upon arrival at a new Neighbourhood Police Station.

The **perspective for improvement** envisaged is:

- › Police officers could attend awareness sessions to prevent adoption of ageist behaviours.

1.4. Follow-ups

Course of Action 7. Strengthen the effectiveness of follow-ups

Follow-ups after a first-line intervention are not always optimized due to a lack of knowledge about public services and non-profit organizations or a poor understanding of the roles and the limitations of known services and organizations. In addition, the nature of the follow-ups may differ depending on the NPS and the availability of community officers for the “seniors” file. The following actions are at the top of the list:

Action 15. Optimize the contribution by CAVAC.

Action 16. Focus on follow-ups aimed at keeping older adults safe: referrals to public services and non-profit organizations (for older adults and for the mistreating persons who need them).

The following **practices** have been developed:

- › OM: in a criminal situation, the patrol officer refers the victim to the CAVAC (with consent).
- › OM: the investigator accompanies the victim to court or asks for assistance from the CAVAC facility at court if needed.
- › OM: the Regional Resource Officer refers to the CAVAC for the investigator, if needed or at the investigator’s request.
- › The analysis chart includes recommendations on the distribution of the officers’ roles with the principal partners.
- › OM + intervention flowchart: in a non-criminal situation, the patrol officer tells the older adult about the public services and non-profit organizations that could come to their aid (CIUSSS, CDPDJ, LAAA, Public Curator, etc.).
- › OM + intervention flowchart: the supervisor makes sure the file is followed up.
- › OM + intervention flowchart: the Local Resource Officer does the follow-up with the various organizations involved.
- › OM + intervention flowchart: the Regional Resource Officer coordinates the links between the internal and external partners; intervenes in a timely and urgent manner to make sure the victim is safe and immediately proposes the relevant services and organizations that can come to aid; mobilizes the key players in the files that require an inter-unit and inter-disciplinary approach to resolve the issue collaboratively.
- › A list of public services and non-profit organizations per NPS and per division is available on Campus. This list is publicized during the launch of the model. It must be updated regularly and each unit must make sure that officers know about it.
- › A complementary report format, incorporated into the M-IRIS information system, offers a list of the information to be given about the situation encountered with the aim of improving the registration of information and consequently the follow-ups on older adults.

Course of Action 8. Optimize the contribution from patrol officers to make the follow-ups more effective

The role the patrol officers may play when responding to a call, right from the initial intervention with an older adult, can be optimized by taking concrete actions that will facilitate the Local Resource Officers follow-ups. In reverse, the return of information to the patrol officers by the Local Resource Officers, once the follow-ups have been done, can also be reinforced so as to encourage the patrol officers to refer the files. The following actions are at the top of the list:

- Action 17. Promote recourse to specialized teams once in place whenever applicable (EMRII, ESUP).**
- Action 18. Encourage the patrol officers to get older adults to sign Form F520-23 (authorization to divulge information to another organization).**
- Action 19. Make sure that the Local Resource Officers inform the police officers about the follow-ups completed for the cases of mistreatment referred to them.**

The following **practices** have been developed:

- › Intervention flowchart: as needed, the patrol officer can make reference to the specialized teams within the Police Service (EMRII for cases of homelessness, ESUP for psycho-social emergency cases).
- › OM: the patrol officer tries to obtain the consent of the victim to divulge information about him or her to services and organizations or to a third party that could lend assistance and fills out Form F520-23 (authorization to divulge information to another organization).
- › Management Communication sheet: it is recommended that at meetings (*fall-in*), chiefs of Neighbourhood Police Stations point out any progress made in cases of mistreatment.
- › OM: the Local Resource Officer sees to follow-up with the officers involved.
- › The addition of a box labelled “older adult” to be checked on Form F520-23 is planned.

The **perspective for improvement** envisaged is:

- › The adding of a box labelled “older adult” to be checked on Form F520-23 will be disseminated so that officers will know about it.

Course of Action 9. Define the roles of Local and Regional Resource Officers in terms of follow-ups with the partners (in the OM)

The nature and the intensity of the follow-ups carried out with the partners may vary depending on the neighbourhood stations and the regional investigation divisions. The following **practices** have been developed:

- › OM: (see the roles of Local and Regional Resource Officers developed in Course of Action 7).
- › OM: The Regional Resource Officer involves the Local Resource Officer for a local follow-up, including referrals to local community organizations.
- › Management Communication sheet: the notion of a replacement Resource Officer is encouraged to ensure follow-up during times when the designated Regional Resource Officer is off duty.

1.5. Investigations and Judicial Process

Course of Action 10. Support for investigators

Investigations involving the files on mistreatment of older adults are often complex and time-consuming. Collecting evidence can be difficult, and evaluating the option of opening an investigation can be equally so. Moreover, the state of health of some victims may be compromised (memory loss, for example). Mistreatment often occurs in a family context leading to a certain reticence in laying charges against family members. Finally, the multi-cultural context may act as a barrier to the proper understanding of the situation by the investigator. Follow-ups with the older adult and with various partners helping with the investigative work may prove necessary. Work methods may differ depending on the investigations units, which the Police Service may not know about. In the same way, connections between specialized investigations units (fraud for example) and general investigations units may occur less often. The following actions are at the top of the list:

- Action 20. Offer support in the form of expertise in complex cases.**
- Action 21. Tell investigators about the practices that have shown success.**
- Action 22. Strengthen the links between investigators in the regional units and investigators in the specialized units (fraud and major crimes).**
- Action 23. Detect incidents to be classified as EUNR (further investigation unwarranted).**
- Action 24. Establish a protocol to facilitate the collection of evidence with the partners (CIUSSS, CDPDJ, etc.) in serious cases.**

The following **practices** have been developed :

- › OM: the Regional Resource Officer may intervene to keep the victim safe in an emergency situation, to mobilize key players in files that require an inter-unit and interdisciplinary approach.
- › OM: the Corporate Resource Officer diffuses investigators' success practices in the newsletter "IPRAS News".
- › Police officers classify EUNR incidents if they deem them pertinent.
- › A fraud officer is designated responsible for providing liaison with the regional investigations units.

The **perspectives for improvement** envisaged are:

- › Implementation of the socio-judicial agreement in Montréal would introduce a protocol for partnerships with various public services and non-profit organizations in cases of severe mistreatment.
- › Links with investigators of serious crimes will be developed.



Course of Action 11. Support for older adult victims in the judicial process

It is difficult for investigators to offer support specially adapted to older adults all the way from the time the mistreatment occurs through to the legal proceedings. Investigators must be able to make the connection to adequate services and appropriate organizations. They must be comfortable with processing the files of older adults in court, as this will have an impact on the victims' experience of the judicial process. The following actions are at the top of the list:

- Action 25. Strengthen the links with CAVAC liaison officers in investigations units.**
- Action 26. Promote courts' initiatives that facilitate the processing of cases involving older adults.**

The following **practices** have been developed:

- › OM: the Regional Resource Officers can make recourse to the liaison officers from the CAVAC (present in the investigation units) for the investigator or at the investigator's request.
- › The CAVAC service is offered for non-criminal cases as well.
- › OM: the Regional Resource Officers make sure that the pertinent information is circulated within the investigation units and maintain the links with external partners.

The **perspectives for improvement** envisaged are:

- › The conditions for using interview videos in court are clarified.
- › The initiatives and special programs for the courts are reported on during the short awareness sessions to the investigation teams.

Course of Action 12. Reduce wait times for investigations involving older adults

The overall number of investigations is such that the wait time to begin an investigation involving an older adult can be too long. The action at the top of the list is:

- Action 27. Adopt a mechanism for prioritising files involving older adults.**

The following **practice** is being developed:

- › OM: the investigator contacts the victim within 72 hours maximum.

2. COORDINATION

Course of Action 13. Three-level structure for coordination and expertise support

Coordination at each level of a police operation, as well as between these levels, provides officers with operational support. The following actions are at the top of the list:

- Action 28. Designate an “older adult-mistreatment Resource Officer” in each local unit and define their roles in the OM.**
- Action 29. Designate an “older adult-mistreatment Resource Officer” in each of the four regional divisions and define their roles in the OM.**
- Action 30. Designate a corporate “older adult-mistreatment Resource Officer” and define their roles in the OM.**

The following **practices** have been developed:

- › OM: the Local Resource Officer assumes several advisory roles for the patrol officers: analysis of older adults’ files, follow-up with the victim and with the services and organizations, circulating information to the NPSs and the investigators for the file.
- › OM: the Regional Resource Officer assumes several roles in terms of support and feedback to the Local Resource Officers: analysis of older adults’ files, keeping older adults safe when needed, links with the investigators, links with the partners, circulating information.
- › OM: the Corporate Resource Officer assumes several roles: leadership in establishing a community of practices for Resources Officers, links with corporate partners, strategic oversight and circulating information.

Course of Action 14. Corporate strategic coordination structure

On the corporate level, overall coordination of the model by management officers provides police officers with strategic support. It guarantees the longevity of the Police Service commitment. The following action is at the top of the list:

- Action 31. Appoint a corporate manager responsible for older adults’ cases (strategic leader) and a mandatory officer (operational leader).**

The following **practice** is being developed:

- › A Corporate Manager and a mandatory officer ensure the coordination and follow-up of the implementation of the IPRAS Model.



3. GUIDANCE AND COACHING FOR THE PRACTICE

Course of Action 15. Establish mechanisms for guidance and coaching for the practice

In addition to coordination on three levels, police intervention in situations of mistreatment of older adults must be guided by clear procedures and directed by the mandataries of older adults' cases within the Service. Police officers must also be accompanied in their practices so as to feel comfortable in carrying out all the tasks assigned to them. The following actions are at the top of the list:

- Action 32. Set up an Operational Committee and appoint mandataries.**
- Action 33. Establish a community of practices for Resource Officers.**
- Action 34. Adopt an Operating Mode.**
- Action 35. Adopt a communication plan for management and operations.**

The following **practices** have been developed:

- An Operational Committee has the mandate to make the IPRAS Model operational, to implement it and support the follow-up and evaluation resulting from the research. It is composed of police officers, Service professionals and a few people from the research team.
- The Corporate Resource Officer facilitates telephone conferences with the Local and Regional Resource Officers every two weeks or monthly. This community of practices accompanies the Resource Officers in accomplishing their tasks and their ongoing improvement.
- The SPVM adopts an Operating Mode.
- A communication plan for management and operations is developed.
- A management communication sheet explains to the Neighbourhood Police Station Chiefs the steps required to implement the IPRAS Model in their station. It details the internal and external communications strategies. It lists the meetings they must hold with the officers in their unit, the emails and documents to be sent to them and the follow-up to be done. In addition, it specifies the meetings and discussions to have with the partners and the media.

The **perspective for improvement** envisaged is:

- The composition and the mandate of the Operational Committee could be modified once the IPRAS Model has been implemented in all of the SPVM. However, mandatory officers remain responsible for follow-up. A corporate unit (e.g., community relations) could be asked to give mandataries operational support.

4. CROSS-CUTTING SUPPORT

4.1. Knowledge transfer and continuous enrichment

Course of Action 16. Improving general awareness for all SPVM officers

Officers feel they do not have all the tools or the training they need in regard to the mistreatment of older adults, because they are offered little specific training on this subject during their basic training. The following actions are at the top of the list:

- Action 36. Offer basic and awareness training on mistreatment and intimidation of older adults to all members of the SPVM.**
- Action 37. Include awareness training on countering mistreatment of older adults in the introductory training for new police officers.**

The **perspective for improvement** envisaged is:

- Action 38. (In the long term) Offer knowledge transfer sessions among police officers of all functions and partners.**

The following **practices** have been developed:

- Online training using Campus: a help aid for the task includes sections on:
 - What is mistreatment of older adults?
 - How do we detect it? (contents of the Detection Tool)
 - How do we respond to a call where mistreatment of older adults is detected? (intervention flowchart)
 - How do we determine whether it is criminal or not?
 - Who does what? (OM)
 - Who else can help me? (public services and non-profit organizations)
 - Test your knowledge! (true/false)
 - Examples of mistreatment cases.
- Campus online training: documents and forms associated with the project (OM, Detection Tool, intervention flowchart), external documents (reference guide for countering mistreatment of older adults), links to external sites (Research Chair on Mistreatment of Older Adults and Elder-abuse Help Line), as well as the contact information of Corporate and Regional Resource Officers, are all put on line.
- The IPRAS Model is inserted into the welcome booklet for NPSs for new officers.
- When new officers arrive at the SPVM, a case simulation with an older adult is included.
- The Local or Regional Resource Officer explains the project to the officers who have recently joined his unit.
- A day of knowledge transfer among officers and partners was organized in one region.

The **perspectives for improvement** are :

- › The practice of inserting the IPRAS Model into the NPS's welcome booklet for new officers continues.
- › The possibility of holding joint knowledge transfer days for officers and partners continues to be explored.
- › Online Campus training is being promoted and is updated regularly.

Course of Action 17. Specific training depending on the officers' functions

Training needs differ depending on the officer's function. The following actions are at the top of the list:

- Action 39. Train patrol officers in interactions without ageism and adapted to certain issues related to mental health, detecting mistreatment and best practices for intervention and referral.**
- Action 40. Offer advanced training in detection and in follow-up management to Local and Regional Resource Officers.**

The **perspective for improvement** envisaged is:

- Action 41. (In the long term) Plan training for investigators in addition to the contents on Campus.**

The following **practices** have been developed:

- › The contents of the online training on Campus address many different themes to meet the needs of officers of all grades and functions.
- › OM: the Corporate Resource Officer diffuses the "Successful stories" from officers in the "IPRAS News" newsletter.
- › The management communication sheet highlights the benefits of constantly presenting, at gatherings, information on cases illustrating good policing practices.
- › More experienced Resource Officers offer support and coaching to new Resource Officers through the community of practices meetings.
- › OM: the Corporate Resource Officer leads the community of practices among Resource Officers (monthly telephone conferences).
- › An annual training day is organized for Local and Regional Resource Officers.
- › Training sessions on the use of M-IRIS are offered to Resource Officers.

The **perspectives for improvement** envisaged are:

- › An annual training day will be given to Resource Officers and it will cover various subjects associated with mistreatment of older adults (e.g., during Police Week in May).
- › The pertinence of offering investigators training in interviewing techniques adapted to older adults is being explored. The need for this type of training will be examined and in the future it would be incorporated into the socio-judicial agreement.

4.2. Intersystem Collaboration

Course of Action 18. Improve the dialogue among, and the knowledge brought by, the various partners

The knowledge that the partners have is essential for intervening effectively with older adults. Officers and partners feel that there would be interest in getting to know each other better and sharing this knowledge. The following actions are at the top of the list:

- Action 42. Produce lists of information on the public services and non-profit organizations (local and regional).**
- Action 43. Continue to invite participants from organizations and services to carry out patrol activities to better understand the work of police officers (Cobras).**
- Action 44. Make known the SPVM practices in terms of mistreatment so as to encourage partners to point cases out to the police.**

The following **practices** have been developed:

- › A list of public services and non-profit organizations for each NPS and division of the Police Service is placed on line on Campus and distributed during the launch of the project.
- › The Detection Tool has a blank space to attach a sticker listing the local services and organizations.
- › The Neighbourhood Stations always have the opportunity to invite the partners to participate in patrol activities to better understand how the police work.
- › External communications activities present the work of the police and the elements in the IPRAS Model (World Elder Abuse Awareness Day on June 15; National Seniors Day on October 1).

The **perspective for improvement** envisaged is:

- › The “successful stories” in the “IPRAS News” newsletter could be distributed externally as well.

Course of Action 19. Improve communication with the Health and Social Services network by lessening the barriers to information sharing

The partners in the Health and Social Services network are essential when intervening with older adults. The barriers to information sharing between officers and workers in this network represent the main challenge that needs to be addressed to improve communication. The following actions are at the top of the list:

- Action 45. Adapt the socio-judicial agreement to Montréal.**
- Action 46. Encourage officers to adopt practices for exchanging information that, at a minimum, respect the principles of confidentiality.**

The following **practices** have been developed:

- A think tank that includes those responsible for the IPRAS action research project aims to prepare the implementation of the socio-judicial agreement tested in Mauricie-Centre du Québec, this time in Montréal.
- Online Campus training: two legal opinions were distributed. One deals with the exchange of information and confidentiality, and the other with obtaining consent.
- Practices to help communication with the partners may be diffused in the community of practices for Resource Officers: consult a healthcare practitioner or social worker without naming the older adult, provide information without asking for any, etc.

Course of Action 20. Strengthen operational links with the partners

Formal involvement and clarification of roles of police officers of different functions means that operational links with the partners are strengthened. The following actions are at the top of the list:

- Action 47. Clarify the intersectoral role of the Local Resource Officer.**
- Action 48. Clarify the intersectoral roles of the Neighbourhood Police Station Commander.**
- Action 49. Clarify the intersectoral role of the Regional Resource Officer.**
- Action 50. Clarify the intersectoral role of the Corporate Resource Officer and formalize his presence on corporate-scale committees.**

The **perspective for improvement** envisaged is:

- Action 51. (Long term) Favour the intersectoral approach to the SES (specialized investigations) for the most serious cases.**

The following **practices** have been developed:

- OM: The Local Resource Officer ensures follow ups of mistreatment situations with the organizations.
- The analysis chart makes recommendations for the intervention of Local Resource Officers with the partners. It provides information on the opportune times to intervene as a team of two with a partner, and the pitfalls to avoid.
- Management Communication sheet: Unit chiefs are encouraged to:
 - make a presentation of the IPRAS Model in the company of the Local Resource Officer to a Steering Committee or other committees dealing with older adults' files;
 - communicate with the managers in the Health and Social Services network and in non-profit organization that supervises the community care worker when there is a need for the SPVM to demonstrate the importance of the approach adopted in the IPRAS Model and express its expectations for collaboration.
- OM: the Regional Resource Officer coordinates the links with partners. He mobilizes partners on files as needed.
- OM: the Corporate Resource Officer sits on all the intersectoral, corporate-scale committees.

The **perspective for improvement** envisaged is:

- The services of the CAVAC would be promoted within the Specialized Investigation Service.

5. STRATEGIC MANAGEMENT AND LEADERSHIP

Course of Action 21. Strategic Support

Evaluation and strategic and corporate communication bring cross-cutting support to police intervention (hence their positioning under the “cross-cutting support” component in Figure 1), but these sub-components are equally essential to effective, strategic management. The following actions are at the top of the list:

- Action 52. Evaluate the IPRAS Model on a continuing basis and make any necessary adjustments.**
- Action 53. Adopt a strategic and corporate communication plan.**

The following **practices** have been developed:

- An evaluation of the implementation and effects of the model suggests recommendations for, and adjustments to, the police intervention on an ongoing basis.
- An internal and external communication plan details the stages and activities required to promote the IPRAS Model within the SPVM and to the general public.

Course of Action 22. Strategic management and leadership at the executive level

The success and the longevity of the IPRAS Model depend on the continuing commitment of the Board of Directors and managers in the Police Service. The model must be managed strategically, in line with the orientations of the SPVM, public policies for older adults, the partners and other police forces. The following actions are at the top of the list:

- Action 54. Ensure the longevity of the approach by making it one of the SPVM’s strategic orientations (strategic plan, action plan).**
- Action 55. Bridge the approach in with federal, provincial and municipal public policies for older adults.**
- Action 56. Prepare collaboration agreements with key partners, in particular on the sharing of information.**
- Action 57. Distribute the results to other police services.**

The following **practices** have been developed:

- Those in charge are collaborating in the preparation of action plans for the SPVM concerning older adults.
- Those in charge are making sure that the approach ties in with federal, provincial and municipal public policies.
- A think tank is preparing to implement a socio-judicial agreement in Montréal.
- The results of the implementation of the IPRAS Model are being distributed to the other police services.



NOTES

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