IPRAS MODEL

INTEGRATED POLICE RESPONSE FOR ABUSED SENIORS

Practice Guidelines for Implementing the Model

SPVM

Montréal

Chaire de recherche sur la maltraitance envers les personnes aînées

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.

SYMBOLS USED IN THE GUIDE

The following symbols are used to point to information to be kept in mind, sources of complementary information, advice and conditions for success in implementing the IPRAS Model.

Keep in mind
Checklist with key information to be kept in mind

For more information
Documents available in the appendices or the online toolkit to inspire reflection and to illustrate examples

Advice
Advice to guide the implementation of the model

Conditions for success
Essential elements to favour the implementation of the model

SPVM experience
What the Service de police de la Ville de Montréal (SPVM) experienced during the development and implementation of the IPRAS Model

THE GUIDE IN BRIEF

In July 2015, 16% of the Canadian population was 65 years of age or older. The proportion of older adults was higher in the eastern part of the country (Atlantic provinces, Québec and Ontario) and in British Columbia than in the Prairie provinces. In 2036, close to one in four Canadians will be 65 or older. In 2011, over 90% of Canadians aged 65 or more lived in private accommodation. It is estimated that in Canada, between 10 and 15% of older adults are mistreated[1].

As first line responders, police officers are called on to act in a variety of situations involving mistreatment—in the home or in an institutional setting. In addition to the connections they form within the community, their status as first responders positions them as privileged players in the response to prevent and counter mistreatment of older adults.

The IPRAS Model (Integrated Police Response for Abused Seniors) relies in particular on the **concerted and complementary efforts of police officers of all functions** within a service. Its most important component integrates the five aspects of police response and is supported by four other components (guidance and coaching of the practice / cross-cutting support / coordination / strategic management and leadership) for continuous improvement in responding to mistreatment of older adults.

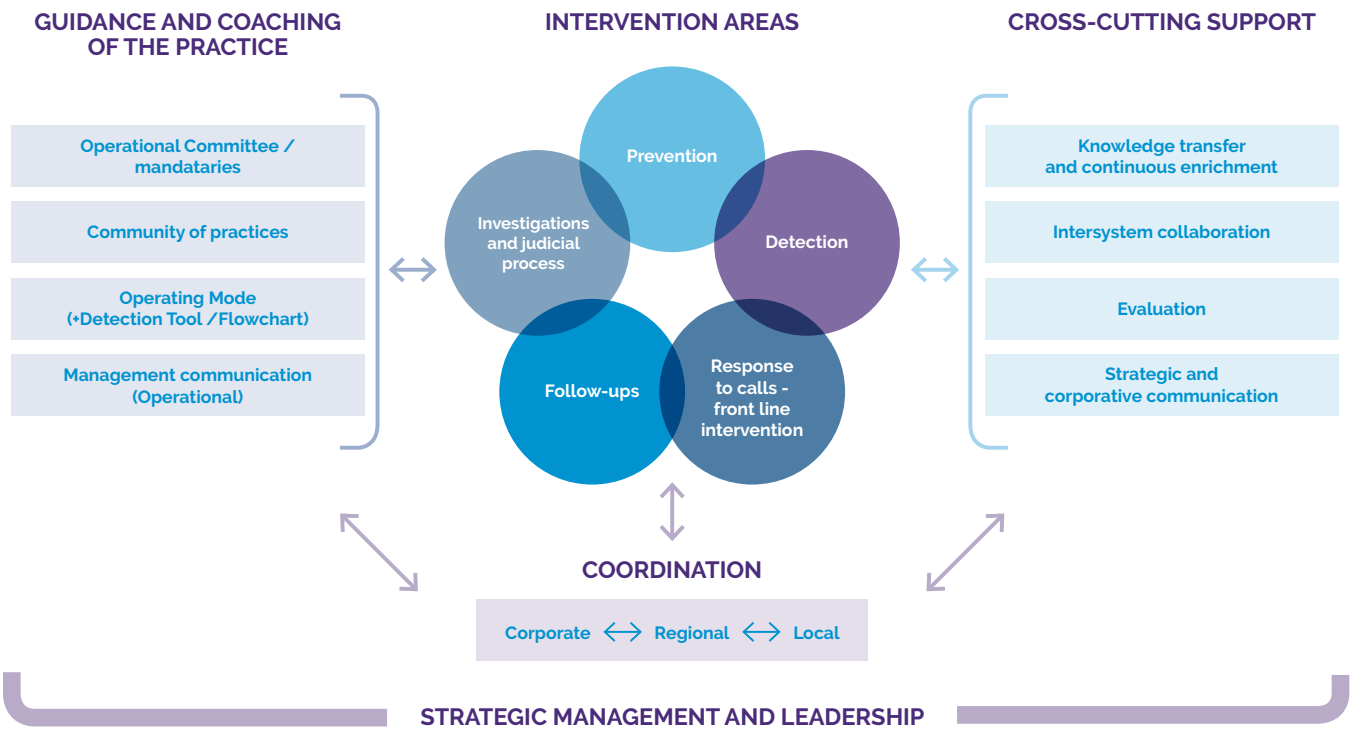
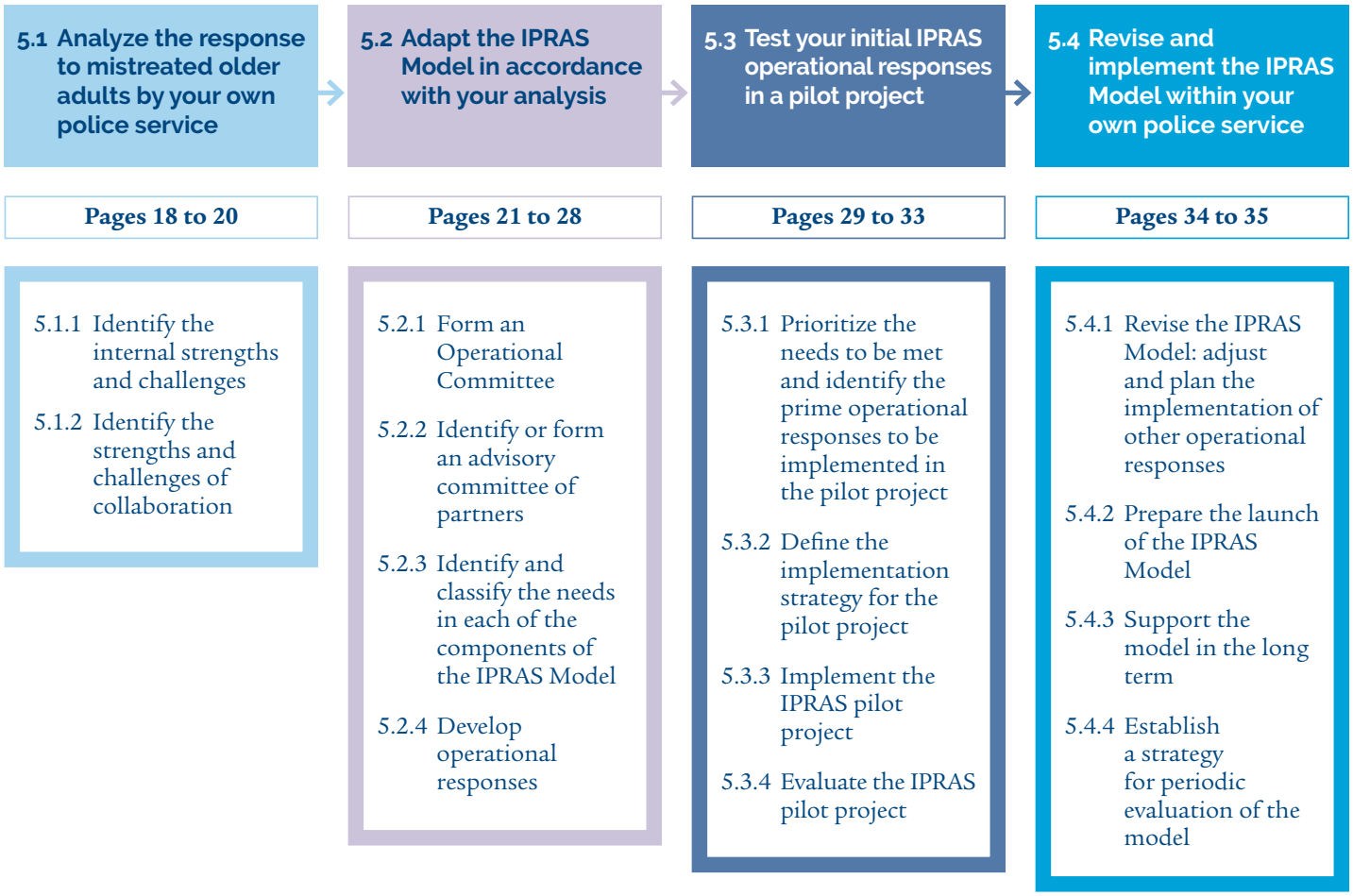


FIGURE 1 – IPRAS MODEL

[1] See Section 3 of this guide for the sources of these data

The model invites to identify the needs to be met in each of the components to consolidate and improve the contribution by police in countering mistreatment of older adults.

The purpose of this guide is to accompany police services in developing an IPRAS Model that can be adapted to their objectives and to the realities of their territory. The guide suggests a series of steps for adapting the IPRAS Model and then implementing it.



The ONLINE TOOLKIT offers numerous examples of operational documents and tools developed by the SPVM: http://www.spvm.qc.ca/en/Seniors.

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1. OVERVIEW OF THE GUIDE

This **Practice Guidelines for Implementing the IPRAS Model** stems from the *Integrated Police Response for Abused Seniors (IPRAS)* project, a three-year action research project that developed, tested and then implemented a police response model to counter mistreatment of older adults. This project was led jointly by the Section de la recherche et de la planification of the Service de police de la Ville de Montréal (SPVM) and by the Research Chair on Mistreatment of Older Adults at the University of Sherbrooke, between July 2013 and June 2016.

For more information

See: *Model Development Synthesis.* ONLINE TOOLKIT

1.1 Why an Integrated Police Response for Abused Seniors Model?

As first line responders, police officers are called on to act in a variety of situations involving mistreatment—in the home or in an institutional setting. In addition to the connections they form within the community, their status as first responders positions them as privileged players in the response to prevent and counter mistreatment of older adults. However, detecting and assessing the risk of mistreatment among older adults is not carried out systematically. The implementation of an IPRAS Model allows officers to be better prepared to recognize situations of mistreatment and to respond in collaboration with their partners.

Strengths of the IPRAS Model

- Responds to the needs and challenges involved in the police response to counter mistreatment of older adults, all based on the **data validated on the ground and by the research**.
- Focuses on the **concerted, complementary efforts of all officers** (in all functions) within a police service. It **does not require the setting up of a specialized unit or the addition of extra resources**.
- Thanks to the collaborative work of the partners, it allows **police work to refocus on its primary mission**, which is to ensure the safety of its citizens, including that of older adults. Officers and partners pool their strengths and respond as a team, according to their respective fields of expertise.
- Favours the **identification of the needs to be met and the operational responses** to be implemented (identification adapted to a variety of operational contexts and different environments).
- Invites the establishment of a work agenda per stage: IPRAS research and the SPVM's operational experience demonstrate the importance of identifying the needs to be met for all components of the model. It also confirms that it is an advantage to **implement the operational responses gradually**.
- Addresses all cases of mistreatment of older adults, whether of a **criminal nature or not**.

Advice

The model addresses all cases of mistreatment, because:

- Even the cases that might appear non-criminal to begin with may reveal criminal aspects during the follow-ups.
- Working with the partners in resolving the issues, in non-criminal cases, allows people who are isolated or with unmet needs to be directed to the proper services. This has the effect of reducing repeated calls.

1.2 What is the aim of this guide?

The Practice Guidelines for Implementing the IPRAS Model present each of the stages in the development and implementation of the IPRAS Model. It explains, step by step, how to adapt and implement the model in terms of the tools and means available. It provides practical instructions to make the process simple, adaptable and accessible. This guide is designed to be a work tool that can be used by all police services in Canada. Before reading this guide, it may be beneficial to consult the document *IPRAS Model. Description of the Model's Components*. This document provides a concrete example of the model's application using the experience of the Service de police de la Ville de Montréal. By making links with the results of the SPVM experience, it will probably be easier to understand several of the steps proposed in this guide.

The aim of this guide is to accompany you in the development of an IPRAS Model that will be adapted to your objectives and to the reality in your territory.

1.3 Who is this guide for?

This guide is meant for any police service wishing to adopt a standardized approach for responding to mistreatment of older adults, or to improve the approach that already exists within their organization.

1.4 How to use this guide?

At each stage, the guide presents the actions to be carried out and suggests means to accomplish them. In addition, supplementary information, tools and concrete examples of the IPRAS Model at the SPVM can be consulted in the online toolkit on the Web site at www.spvm.qc.ca/en/Seniors. Throughout the guide, the symbol ***For more information*** suggests documents to be consulted in this toolkit.

2. MISTREATMENT OF OLDER ADULTS

Definition of the mistreatment of older adults

"Elder Abuse is a single or repeated act, or lack of appropriate action, occurring within any relationship where there is an expectation of trust, which causes harm or distress to an older person"[2].

Forms of abuse	Intent of the abuser
Violence: Misleading an older adult or making them act against their will, through the use of force and/or intimidation.	**Intentional abuse**: The abuser wishes to cause the older adult harm.
Negligence: Not caring for the older adult, in particular the absence of appropriate action to meet their needs.	**Unintentional abuse**: The abuser does not wish to cause harm or does not understand the harm they cause.
	Attention: The indications and the situation must always be evaluated so as not to draw hasty conclusions or label people[3].

Mistreatment of older adults can be:

- Psychological, physical, sexual, material or financial, institutional (care and services), a violation of rights or ageism.
- Criminal or non-criminal.

Keep in mind

In Canada, abuse is criminal when it manifests itself in the acts described in the *Criminal Code*: assault, threats, confinement, intimidation, fraud, harassment and sexual abuse, among others.

Some instances of mistreatment are not considered crimes, such as verbal insults, ignoring or discrediting an older adult's point of view, etc. But they can cause the older adult harm or distress and may eventually lead to criminal acts.

For more information

- See: Terminology document for the mistreatment of older adults
  ONLINE TOOLKIT
- See: Document matching criminal acts and mistreatment
  ONLINE TOOLKIT

[2] From the Toronto Declaration on the Global Prevention of Elder Abuse, by the World Health Organization, published in 2002. In MFA, 2010. *Plan d'action gouvernemental pour contrer la maltraitance envers les personnes aînées 2010-2015*, p. 17.

[3] Best practices to counter mistreatment of older adults from the CIUSSS in the Centre-Ouest-de-l'Île-de-Montréal; Ligne Aide Abus Aînés (Help Line for Abused Seniors); Research Chair on Mistreatment of Older Adults; Ministère de la Famille, Secrétariat aux Aînés, Québec Government, 2015. *Terminologie sur la maltraitance envers les personnes aînées*, p. 1.

3. GENERAL DATA ON AGING, MISTREATMENT AND POLICE PRACTICES WHEN RESPONDING TO MISTREATED OLDER ADULTS

- In July 2015, 16% of the Canadian population was aged 65 or older: for the first time, senior Canadians were more numerous than those in the 0-14 age group. The proportion of older adults was higher in the eastern part of the country (Atlantic provinces, Québec and Ontario) and in British Columbia than in the three Prairie provinces[4].
  - Demographic projections from Statistics Canada forecast that in 2024, just over one Canadian out of 5 will be 65 or older: **by 2036, almost one Canadian out of four will be a senior**[5]. In Québec, the proportion of older adults will reach 25% of the population within fifteen years (by 2031)[6].
  - In 2011, 5,825 Canadians reached the age of 100 or older (close to one third of Canadian centenarians lived in Québec[7]). According to the demographic projections, the number of Canadian centenarians could reach 20,300 in 2036 and rise even further in subsequent years, to reach 62,000 people in 2063[8].
- The great majority of Canadians aged 65 and over live in private accommodation: in 2011, only 7.9% of older adults lived in collective dwellings (e.g., a seniors' residence or a long-term care facility)[9].
- Population studies indicate that 4 to 7% of older adults living at home in Canada would be mistreated. However, this percentage is under-estimated, because numerous cases are not identified in the studies: it is estimated that the percentage of older adults who are mistreated would instead be between 10 and 15%[10].
- From our review of the scientific literature and the inventory of practices, carried out at the start of the IPRAS action research project, we focused on the following elements in developing the IPRAS Model:
  - The importance of police work in intersectoral endeavours.
  - The importance of an initial detection by patrol officers.
  - The importance given to a coordination officer or team, often also dealing with other social issues.
  - The challenge of strategic and operational capacity.
  - The complexity of police interventions in the case of mistreatment due to the reticence of older adults to file a complaint against a family member in an intra-family context.

4 Statistics Canada. (2015, September 29). Canada's population estimates: age and sex, July 1, 2015. Retrieved from: http://www.statcan.gc.ca/daily-quotidien/150929/dq150929b-eng.htm

5 Statistics Canada. (2014). National Seniors Day... by the numbers. Retrieved from: http://www.statcan.gc.ca/eng/dai/smr08/2014/smr08_191_2014

6 Institut de la statistique du Québec. (2015). *Le bilan démographique du Québec. Édition 2015*, p. 29. Québec: Gouvernement du Québec.

7 Ibid.

8 Statistics Canada. (2014). National Seniors Day... by the numbers. Retrieved from: http://www.statcan.gc.ca/fra/quo/smr08/2014/smr08_191_2014

9 Ibid.

10 Beaulieu, M. & Bergeron-Patenaude, J. (2012). *La maltraitance envers les aînés. Changer le regard.* Presses de l'Université Laval, Québec, p.132.

- The feeling by officers that they do not have adequate tools to detect cases of mistreatment.
- The lack of documentation with regard to training sessions for officers.
- The identification of critical factors of practice:
  - Development of practices with external partners.
  - Clear guidelines (task descriptions, operational procedures, action plans).
- The absence of practice guidelines stating the expected contributions from each member of a police service.
- The absence of a standardized approach for intervention, even though officers are often able to identify situations of mistreatment.
- The subtilty of indicators hinders the quick detection of cases of mistreatment.
- The roles that patrol officers can play before referring a case are not well optimized.
- Officers' lack of knowledge about the roles of organizations and services in the area.
- The existence of specific characteristics that complicate investigations, in particular difficulties in gathering proof, the reticence on the part of older adults to file complaints against family members, the altered state of health of certain victims, etc[11].

For more information

See: *Police practices in situations of mistreatment against older adults. Summary of outcomes. Data collection and early analysis.* ONLINE TOOLKIT

Published at the end of the first phase of the IPRAS action research project, it offers a more comprehensive summary of the review of the scientific literature and the inventory of practices for Canadian police services.

[11] Beaulieu, M., Coté, M., Cloutier, J., D'Amours, M., Lavoie, N., Loock, J. & Diaz, L. (February 2015). *Police Practices in Situations of Mistreatment against Older Adults. Summary of Outcomes. Data Collection and Early Analysis*. Sherbrooke, Québec: University of Sherbrooke. 19 p. Research report.

4. IPRAS MODEL (INTEGRATED POLICE RESPONSE FOR ABUSED SENIORS)

The IPRAS Model contains five major components: the first, which incorporates the five areas of police intervention, is supported by the four other components that help to improve the police response to the mistreatment of older adults on an ongoing basis. In order to implement IPRAS in your police service, you need to ask yourselves about your assets and challenges in each of the model's components, and then identify the actions adapted to your context and to your own objectives for improvement. For example, the analysis of the assets and challenges at the SPVM lead to the identification of 57 actions needed across the five components in the IPRAS Model.

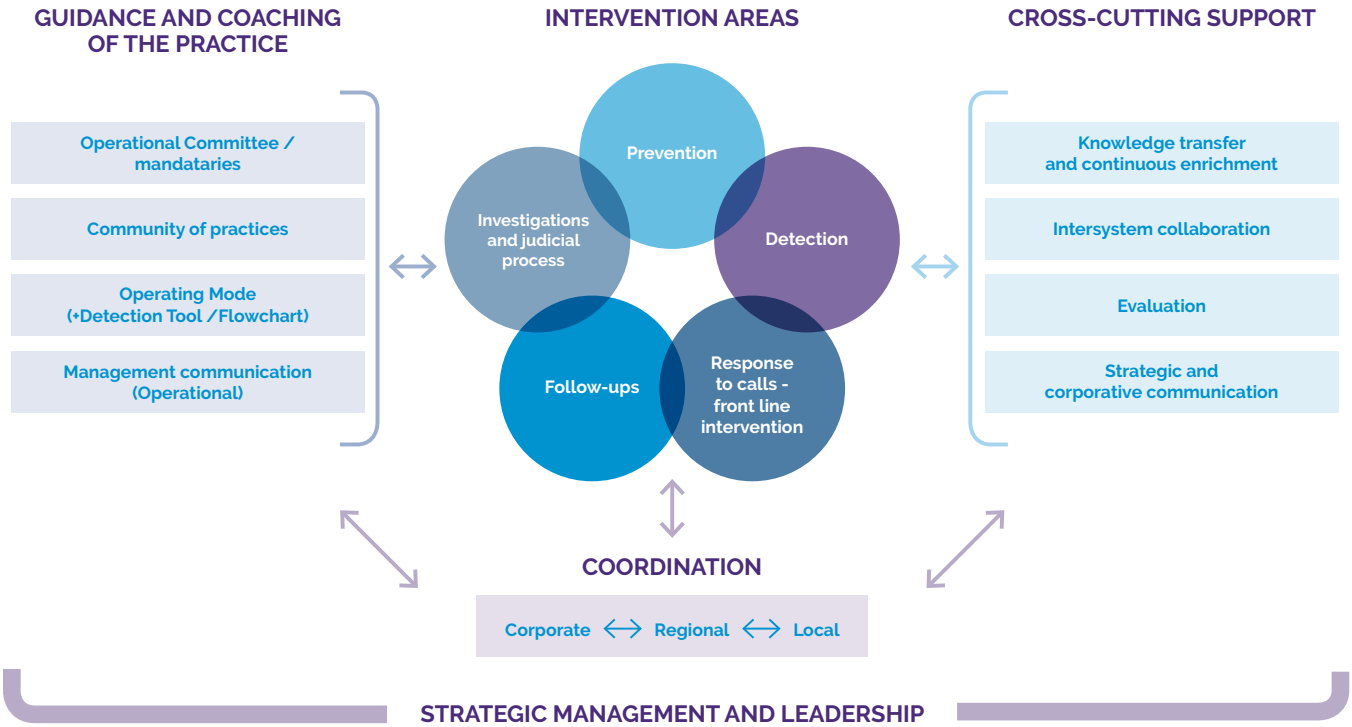

FIGURE 1 – IPRAS MODEL

For more information

To find out about the actions developed by the SPVM, see: *Description of the Model's Components.* ONLINE TOOLKIT

COMPONENT 1

Police officers are required to contribute in a variety of ways to counter mistreatment of older adults. Their intervention can be sub-divided into five areas (see figure 2).

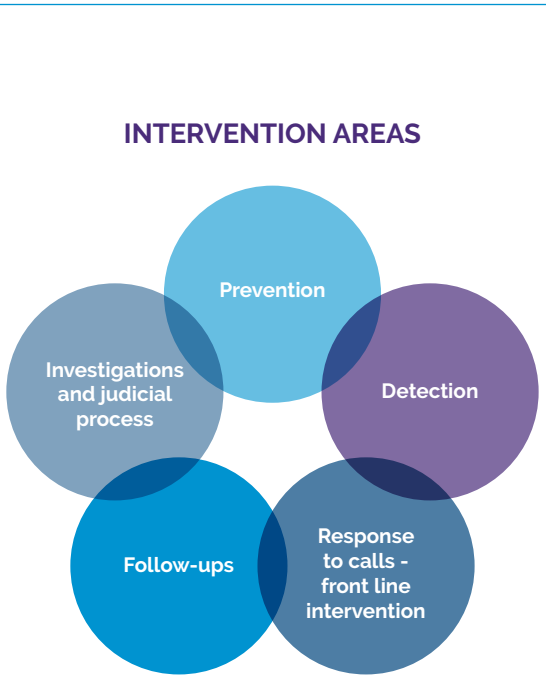

FIGURE 2. AREAS OF POLICE INTERVENTION

Prevention: Officers carry out awareness activities with older adults from all cultural backgrounds and the population in general.

Detection: Through their privileged access to older adults, officers are able to detect indications and situations of mistreatment.

Response to calls - front line intervention: Officers provide immediate support to those for whom an emergency call has been made. They detect indications of mistreatment, gather facts and witness statements, make sure that the older adults receive medical care if necessary and refer them to the appropriate organizations and services.

Follow-ups: Officers ensure that situations of mistreatment are followed up, often in collaboration with the various organizations and services within their community or at the regional or provincial level.

Investigations and judicial process: Officers investigate situations of mistreatment to ensure the safety of older adults and others.

The areas of police intervention are all interconnected, given that:

- **Officers work collaboratively at various times during the intervention**: for example, once a case of mistreatment has been detected, patrol officers and investigators work together. The community police officers work with the patrol officers in prevention and follow-up of the mistreatment cases.
- **Interventions carried out in one area can benefit others**: the findings from investigations can lead to the updating of prevention messages.
- **An area can be accomplished by officers in different functions**: for example, a patrol officer does not only respond to calls. He also plays a role in the detection, prevention and follow-up in cases of mistreatment of older adults.

For more information

See: Who does what (roles) ONLINE TOOLKIT

To be as efficient as possible, police intervention in cases of mistreatment of older adults is supported by 4 other components.

COMPONENT 2

COORDINATION

Corporate ⟷ Regional ⟷ Local

Coordination at each level of police operation (local, regional and corporate), as well as between these levels, provides officers with operational support and also expertise in complex cases of mistreatment. Officers are thus accompanied in their practices so that they can carry out all the tasks assigned to them easily.

COMPONENT 3

GUIDANCE AND COACHING OF THE PRACTICE

- Operational Committee / mandataries
- Community of practices
- Operating Mode (+Detection Tool /Flowchart)
- Management communication (Operational)

- **Mandataries** for the older adults' file orientate and put into operation all of IPRAS.
- **A community of practices**, or another form of continuing education between peers, accompanies the officers in their interventions.
- Clear procedures, such as the **Operating Mode**, describe the roles of officers in all functions.
- **Communication** that focuses on the operations supports managers in their communications with officers for implementing the model.

COMPONENT 4

CROSS-CUTTING SUPPORT

- Knowledge transfer and continuous enrichment
- Intersystem collaboration
- Evaluation
- Strategic and corporative communication

- Officers in all functions must acquire a basic **knowledge** about mistreatment of older adults (content not much dealt with in their basic training). The sharing of best practices and "useful tips" **continuously** enhances the practice of all officers.
- A single police service does not have the resources and expertises needed to intervene when faced with an issue involving public safety, or the physical, mental and social health of older adults. The **intersectoral** work with partners from the area is therefore essential.
- An **evaluation** of the actions implemented in the police service allows certain elements in the model to be adjusted on a continuing basis.
- Planning for **corporate communication** helps in the dissemination of the model within the organization, for partners and the general public.

COMPONENT 5

STRATEGIC MANAGEMENT AND LEADERSHIP

Leadership and strategic management at the executive and other levels of the police service, as well as their ongoing commitment, guarantees the longevity of the model. For example, it may involve introducing the model into the police service's strategic orientations, tying it in with those of its partners and bringing it into line with public policies for older adults.

In summary, the Integrated Police Response for Abused Seniors is based on a component that incorporates the five areas of police intervention (prevention, detection, responding to calls for front line intervention, follow-ups, investigations and judicial proceedings). This component is supported by 4 others: coordination, guidance and coaching of the practice, cross-cutting support and finally, strategic management and leadership. Together, these elements constitute the IPRAS Model (see Figure 1 at the beginning of this section).

5. STEPS IN SETTING UP AN IPRAS MODEL

There are four steps involved in the proposed approach for adapting and implementing an Integrated Police Response for Abused Seniors Model (IPRAS).

5.1 Analyze the response to mistreated older adults by your own police service

Pages 18 to 20

- 5.1.1 Identify the internal strengths and challenges
- 5.1.2 Identify the strengths and challenges of collaboration

5.2 Adapt the IPRAS Model in accordance with your analysis

Pages 21 to 28

- 5.2.1 Form an Operational Committee
- 5.2.2 Identify or form an advisory committee of partners
- 5.2.3 Identify and classify the needs in each of the components of the IPRAS Model
- 5.2.4 Develop operational responses

5.3 Test your initial IPRAS operational responses in a pilot project

Pages 29 to 33

- 5.3.1 Prioritize the needs to be met and identify the prime operational responses to be implemented in the pilot project
- 5.3.2 Define the implementation strategy for the pilot project
- 5.3.3 Implement the IPRAS pilot project
- 5.3.4 Evaluate the IPRAS pilot project

5.4 Revise and implement the IPRAS Model within your own police service

Pages 34 to 35

- 5.4.1 Revise the IPRAS Model: adjust and plan the implementation of other operational responses
- 5.4.2 Prepare the launch of the IPRAS Model
- 5.4.3 Support the model in the long term
- 5.4.4 Establish a strategy for periodic evaluation of the model

5.1 Analyze the response to mistreated older adults by your own police service

The analysis is the starting point for the entire approach to adapting the IPRAS Model. Section 3 of this guide provides some data and general statements that may be used as a basis. Your analysis is then refined, on the one hand focusing on identifying your strengths (skills, existing practices) and your challenges (issues, obstacles) internally, i.e., those in your own service. On the other hand, it identifies the services and organizations interested or inclined to collaborate with your service in countering mistreatment of older adults. For each of the organizations identified, the strengths and the challenges associated with these collaborations will need to be identified. This two-pronged analysis is the starting point for adapting the IPRAS Model to the reality of your police service and your environment.

Action 5.1.1 Identify the internal strengths and challenges

Your objective is to identify the practices and methods that have already been developed by members of your own police service. This is also an opportunity to document the obstacles and challenges faced by your staff in police responses to mistreatment of older adults. You will also look into the needs of your officers in terms of tools and means to help them to intervene more effectively in cases of mistreatment of older adults (see Appendix 1).

There are various consultation methods that can be used to help describe strengths and challenges:

- Online surveys
- Individual interviews
- Focus group
- Observation of practices

Advice

- If you do not have qualified resources to analyze the strengths and challenges, you may be able to find them in your area! Your **municipality** may have resources they can provide you with, a **university** may be able to offer the opportunity to work with a research group or with interns; a **partner** may collaborate in facilitating focus groups.
- Depending on the size of your police service (especially if it's small or medium-sized), you could look into the option of concentrating this analysis stage into a half-day of reflection/discussion.
- It is recommended to pay particular attention to all the practices and methods suggested, and then find out whether these practices or methods are used within your organization. It can become interesting to strengthen or disseminate a best practice.

Conditions for success

- Encourage the expression of a variety of points of view: consult colleagues in different functions (patrol officer, investigator, supervisor, etc.), as well as partners from different sectors.
- Draw inspiration from best practices and respect ways of doing things that are already in place: this will help in adapting the IPRAS Model, and then its acceptance by officers.

For more information

- See: Analysis help sheet (Appendix 1)
- See: *Police Practices in Situations of Mistreatment against Older Adults. Summary of Outcomes. Data Collection and Early Analysis.* ONLINE TOOLKIT

Action 5.1.2 Identify the strengths and challenges of collaboration

The objective of this action is to analyze the strengths and challenges of collaboration. By choosing the adapted means from those suggested at the start of the previous action (5.1.1), meet with the principal organizations in your area to explore:

- Their availability for collaboration: interest, time, human and material resources;
- Their expectations and needs concerning collaboration with your police service (see Appendix 1).

In order to identify the partners with whom your police service collaborates or who would benefit from collaboration to improve interventions with mistreated older adults, think of the following services and organizations:

- **Public network for the health and social services sector:** psychosocial support centres, homecare support teams, accommodation resources, day care centres, hospitals, medical clinics, pharmacies, crisis lines, etc.;
- **Community network:** community centres for older adults, service organizations for older adults, companies offering domestic services (cleaning, meals, etc.), associations and organizations representing the elderly, Steering Committees or intersectoral committees, etc.;
- **Public safety sector:** fire department, urban safety organizations, etc.;
- **Legal sector:** legal aid office, legal clinics, director for criminal and penal cases, notaries, Courts, Commission of Human Rights and Youth Rights, Public Curator, etc.;
- **Other specialized resources:** help centres for victims of criminal acts or sexual assault, consumer protection, financial institutions, private seniors' residences, etc.

Advice

- An interesting way to prepare an initial list of partners is to ask officers in your service who their partners are when intervening with older adults. This guarantees the inclusion of organizations and practitioners who, while having a certain amount of knowledge of police operations, are close to the ground and to older adults, in particular community workers, social workers, etc.
- It is important to pay attention to all practices and ways of doing things inspired by organizations, and then find out whether your partners use these practices or methods. Often, strengthening and disseminating a winning practice can become a very interesting objective.

Conditions for success

- Refer to the two conditions for success in the previous action (5.1.1) by adapting them to this analysis.

For more information

- Analysis help sheet (Appendix 1)
- See: *Police Practices in Situations of Mistreatment against Older Adults. Summary of Outcomes. Data Collection and early Analysis*.
  ONLINE TOOLKIT

Keep in mind

At the end of this stage, you will have:

- A summary of internal strengths and challenges
- A summary of collaborative strengths and challenges
- A list of partners with whom you wish to work

5.2 Adapt the IPRAS Model in accordance with your analysis

The findings from the two analyses (internal and collaborative) lead to beginning the work of adapting the IPRAS Model. First, an Operational Committee and an advisory committee are set up. These establish leadership for the endeavour. By engaging the committees that were predetermined in the analysis of the information gathered in the previous action, you can identify the needs of your police service in terms of responding to mistreated older adults. The last action in this step is aimed at developing concrete and operational responses to meet your needs. The responses may take the form of tools, instructions, agreements or other means.

Action 5.2.1 Form an Operational Committee

The Operational Committee is essential for adapting the model, and in order to test it in a pilot project (the next step). This committee provides leadership throughout the adaptation process and the implementation of the model. It oversees the gradual incorporation of operational responses, and makes the necessary adjustments to optimize the implementation of the model.

The committee has the advantage of being composed of:

- At least one strategic leader (with overall and corporate vision) and an operational leader (to coordinate the IPRAS Model on the ground);
- Unit chiefs who can suggest adapted measures that conform to the police reality on the ground;
- Representatives from the communication, training and research divisions, if such divisions exist in your service.

Advice

- The earlier you form an Operational Committee for the IPRAS Model, the better your chances will be for making progress easily in the adaption and implementation stages.
- If your police service contains several units, we recommend that you designate one committee member to be responsible for circulating the information between the committee and the operational units. In this way, you ensure effective transmission of the guidelines. You are also promoting awareness of the committee with regard to any questions or suggestions officers on the ground may raise.

SPVM experience

- The Operational Committee set up by the SPVM has nine members (excluding representatives from the research team): four of these members are local operational unit chiefs – one from each of the four regional divisions of the SPVM.

Action 5.2.2 Identify or form an advisory committee of partners

The collaborative work done by the partners (organizations and services) is at the centre of the IPRAS Model. Setting up an advisory committee right at the start is recommended. This will allow you to work in synergy with key partners in your immediate area, incorporate their points of view and constantly enhance your model through the transfer of knowledge and skills.

Advice

- From the list of partners identified in preparation for the analysis of the collaborations, we recommend choosing key partners pertinent for mobilizing within the IPRAS advisory committee.
- Prior to creating a new structure, consider the possibility of asking the existing committees in your area to take on the role of the IPRAS advisory committee:
  - If your service already has a committee comprised of partners, why not ask them to be your IPRAS advisory committee?
  - If the MADA program (Municipalités amies des aînés - Age-Friendly Cities and Communities) has already mobilized partners in your territory, explore the possibility of tying in with it: a MADA sub-committee devoted to countering mistreatment could act as the IPRAS advisory committee.
  - In several municipalites and regions, Steering Committees of older adults are already involved in countering mistreatment. These committees might be willing to create a sub-committee as an IPRAS advisory committee.

SPVM experience

- The SPVM's comité Vigie-aînés (Senior Partnership Committee), composed of SPVM representatives and practitioners from the community, acted as an advisory committee for the development of the IPRAS Model. This exchange platform already existed at the SPVM to help address the challenges in police intervention associated with the aging of the population.

Action 5.2.3 Identify and classify the needs in each of the components of the IPRAS Model

From the summary of strengths and challenges that you prepared, determine the needs to be met by your organization to improve its response to mistreated older adults. Classify these needs into the five areas for police intervention (prevention, detection, response to calls/front line intervention, follow-ups and investigations/judicial process) and the four other components of the IPRAS Model.

In the IPRAS Model, a "need to be met" can be an objective of:

- Strengthening an existing practice;
- Introducing a new practice to deal with a challenge;
- Improving ways of doing things and/or work tools;
- Creating awareness (knowledge about older adults, mistreatment, partners, etc.).

Advice

- Certain needs identified by the SPVM may inspire your thinking (see "For more information" below).
- Forming working sub-committees for each area of police intervention allows for the involvement of patrol officers, investigators and community officers or other experienced officers motivated by the issue.
- Feel free to identify several needs, even if you know that the responses to some of them might only be developed and implemented over the longer term.

For more information

- See: *Description of the Model's Components.* ONLINE TOOLKIT
- See: *Model Development Synthesis*. (Figure 4 - Needs targeted by the area of intervention and by a cross-cutting strategy) ONLINE TOOLKIT

Action 5.2.4 Develop operational responses

Once the needs to be met have been identified, work with the Operational Committee and the sub-committees to define the actions and tools to be put in place to meet these needs.

All the components in the IPRAS Model can be used to guide the thinking process. The first component prompts us to determine operational responses that will lead to improving the practice of all officers (community officers, patrol officers, supervisors, investigators, etc.). The model's four other components offer for consideration several strategic pathways to support police intervention for mistreated older adults. Some of these pathways (or adaptations of them) may constitute responses to the needs.

Advice

- Several of the tools and practices developed in the SPVM's IPRAS Model can be adapted quite easily. Consult the online toolkit for inspiration!
- The promotion of your model internally will be much easier if you have involved different members of your service in the development and validation of operational responses.

Explore the actions to be developed from these four other components in regard to:

GUIDANCE AND COACHING OF THE PRACTICE

Think about:

1. Confirming the role of the **Operational Committee** to adapt and implement the IPRAS Model, then to ensure follow-up and ongoing evaluation.
2. Developing an **Operating Mode for guidelines**, clearly and concretely describing the roles of police officers in various functions who will be involved in the IPRAS Model.

SPVM experience

- The SPVM was guided by its existing Operating Mode (OM) in conjugal and intra-family violence. By using this model as reference, the SPVM was able to develop an OM for intervention with mistreated older adults in a format already familiar to officers.

3. Identifying the most effective **means of communication** to explain and promote your Operating Mode and your tools to the officers concerned. Use these means of communication to keep the levels of motivation and commitment of staff members high when setting up the IPRAS Model.

Advice

Prior to launching the pilot project, it is essential to prepare your Resource Officers, as they play a key role in promoting the model to the patrol officers and investigators, and bringing them on board. An initial meeting for the community of practices, prior to the launch, can be organized for this purpose.

4. Create a **community of practices** to encourage the sharing and transfer of best practices.

Advice

The aim of the community of practices is to create a place for Resource Officers to discuss their work and offer each other advice. Police services in which their size allows for only one or two Resource Officers may opt for the creation of a community of interservice practices (bringing together IPRAS Ressource Officers from several different police services in a given region). Such a forum for discussion can be a major source of inspiration for them in dealing with more complex cases of mistreatment.

SPVM experience

The SPVM's community of practices comprises Local, Regional and Corporate Resource Officers. Periodic conference calls and ongoing communication by group emailing allows for sharing, education, coaching among peers and mutual support when managing more complex cases. The Corporate Resource Officer is the coordinator and facilitator of this community.

CROSS-CUTTING SUPPORT

Think about:

1. Providing new and current officers **awareness and coaching sessions** on mistreatment of older adults.

Advice

Ongoing awareness training, basic training for new officers and specific training adapted to the various police functions are gauges of success in intervention with older adults.

SPVM experience

To facilitate training and transfer of knowledge for the benefit of all its officers, the SPVM uses an intranet platform to provide a training module on police intervention regarding mistreatment of older adults. Practical information, examples, advice and resources are all in the same "toolkit", which officers can consult via a computer or a portable phone.

2. Establishing or strengthening **collaboration agreements** with key partners to facilitate intervention in situations of mistreatment, whether criminal or non-criminal. Collaborations with the key services and organizations in the area are essential for achieving concrete results.

Advice

It is extremely useful to define clearly the roles of officers and partners, as well as the desired collaboration methods. By minimizing any overlapping in intervention and follow-ups, we can avoid the risk of overloading officers with work.

SPVM experience

- The SPVM reinforced its collaboration with three key partners:
  - The Crime Victims Assistance Center;
  - The Public Health and Services network, through the Public Health and Social Services Centres;
  - Community organizations with a mandate concerning older adults.
- The pilot project allowed the SPVM to consolidate its practice of working in pairs of officers/community workers and of officers/social workers. Although not formally part of the IPRAS Model, the work done in pairs was considered a way of reinforcing the partnership work in certain neighbourhoods. It should be pointed out that in some work environments, working in pairs may be less adapted and the partnership may take other forms.

3. Preparing a **communication plan** listing the activities for distribution and key messages to be distributed within your community and in the media.

4. Planning your strategy and the main activities to allow you to **evaluate** your IPRAS Model in the short (pilot project), medium (effects on practices) and long term (impacts on the elderly clientele).

COORDINATION

Think about:

1. Providing officers with **operational support** in their daily interventions.
2. Providing **expertise support** in complex cases of mistreatment.

Advice

It is strongly recommended that the coordination roles (Resource Officers' tasks) be given to officers who have knowledge of, and expertise in, intervention with older adults and who have the skills to coach their peers.

SPVM experience

The coordination structure of the IPRAS Model was developed in line with the SPVM's levels of police operation (local, regional and corporate) and with the aim of optimizing existing resources. Coordination is carried out at each of these levels by the Resource Officers (RO):

- **Local RO**: designated in each Neighbourhood Police Station (NPS), their role is to support any officer in their unit who encounters situations of mistreatment of older adults, of a criminal or non-criminal nature.
- **Regional RO**: designated in each region, their mandate is to create links between the NPSs and the investigations service in situations of criminal mistreatment.
- **Corporate RO**: coordinates the entire practice on the corporate level, i.e., makes connections with all the regions and NPSs. He is also responsible for facilitating and maintaining a community of practices, bringing the IPRAS Resource Officers together.

STRATEGIC MANAGEMENT AND LEADERSHIP

Think about:

Ensuring the engagement of management and executives in your police service to support the sustainabilty of the IPRAS Model and to guarantee strategic and operational leadership.

Advice

Certain actions or operational responses may not be incorprated immediately into the model to be implemented in the pilot project. Although identified and defined in this stage, they can be incorporated later.

For more information

- Operating Mode; management communication sheet ONLINE TOOLKIT
- Figure of the coordination structure on three levels at the SPVM ONLINE TOOLKIT
- Detection Tool, flowchart, analysis chart for the roles of officers and partners in the SPVM's IPRAS Model ONLINE TOOLKIT
- For the work in pairs, see: *Countering Mistreatment of Older Adults: The Practice of Intersectoral Teamwork between a Police Officer and a Practitioner from the Public or Non-Profit Health and Social Services Network. Practice Guide.* ONLINE TOOLKIT

Keep in mind

At the end of this stage, you will have achieved:

- The set up of the Operational Committee
- The set up of an advisory committee of partners
- A list of needs to be met in each area of police intervention (prevention, detection, response to calls, follow-ups, investigations and judicial process) and in each of the other components of the IPRAS Model
- A list of operational responses and actions to be put in place for the short, medium and longer terms

5.3 Test your initial IPRAS operational responses in a pilot project

Testing the initial responses in the pilot project is proposed in order to:

- Offer your police officers the opportunity to influence any adjustments to your actions, instructions and tools before they are officially implemented.
- Target the key responses that your staff could put into action in the process of managing changes.
- Focus on the real benefits (success stories associated with concrete cases) to initiate a dynamic of constant improvement of practices and reflex actions by your officers in a variety of functions.
- Support ongoing reinforcement of collaboration with the partners.
- In the police services deployed in several operational units, test the efficacy of distinctive measures, instructions and tools in environments that are distinguished by:
  - cultural diversity;
  - community action associated with older adults;
  - the capacity of police units to deal with change.

Action 5.3.1 Prioritize the needs to be met and identify the prime operational responses to be implemented in the pilot project

- Organize a meeting of the Operational Committee to examine the list of needs to be met.
  - Encourage the committee to identify the priority needs in each of the areas of intervention, then to select operational responses to be implemented in the pilot project.
  - When targeting a selection of prime responses for implementation, make sure that each area of police intervention is considered, so that all members of the police service are engaged in the process of improving practices.

Advice

Prioritizing a few needs that consolidate and standardize existing practices increase your chances of success: It's always easier to build on success.

Action 5.3.2 Define the implementation strategy for the pilot project

The strategy must establish the:

- Date for implementation
- Duration of the pilot phase
- Selection of the units

Advice

Having Resource Officers and unit chiefs with different profiles in terms of knowledge about, and experience in, intervention with mistreated older adults allows for more realistic testing of your IPRAS Model.

- Selection of Resource Officers

SPVM experience

- By drawing inspiration from the pilot project experience, the SPVM's Operational Committee was able to define the major characteristics in the profiles of the Resource Officers:
  - Interest in working with an older clientele and aware of the issue of mistreatment of older adults;
  - Ability to establish good working relationships with their colleagues and with partners in various sectors;
  - Teaching skills and coaching ability;
  - Attitude shows openness, willingness to learn and concern for ongoing improvement.

- Activities for distributing the model to the officers and partners involved in the pilot project

Conditions for success

Developing tools and a unique presentation format for the IPRAS Model contributes to a better dissemination and a shared understanding of the model by the officers and partners concerned. Here are a few elements to incorporate into the template:

- The *main messages* to be transmitted to the general public: the pertinence, the benefits for both the officers and older adults of adopting the model, the difference between existing practices "before" the IPRAS Model and the new expectations it offers;
- The *specific messages* in terms of the different police functions and for the partners;
- The *documents and tools* in support of the presentation of the model.

› Activities for accompaniment in the implementation of the model in the pilot project

SPVM experience

The activities for accompaniment during implementation, put in place by the SPVM's IPRAS Model during the pilot project, consisted of periodic meetings of the Operational Committee (every 4 weeks), the advisory committee and the community of practices for the Resource Officers (every two weeks). These were essential for monitoring the implementation of, and adjusting the elements in, the model.

› Type of evaluation and activities for the evaluation follow-up

SPVM experience

In the SPVM's pilot project, two types of evaluation were carried out to gauge the pulse and quickly adjust the implementation process for the model:

- Evaluation of the implementation: to identify factors favouring and hindering the implementation, then to adjust it.
- Evaluation of the effects on practice: to identify the changes brought to the practice, improvements and challenges.

Activities for evaluation, comprised in particular statistical and operational data analysis, individual interviews with Resource Officers, focus groups with members of the Operational Committee and key partners, and a questionnaire for patrol officers and investigators.

For more information

- See: Evaluation of the implementation help sheet (Appendix 2)
- See: Evaluation of the effects on police practice help sheet (Appendix 3)

Action 5.3.3 Implement the IPRAS pilot project

- Carry out the activities to distribute the model that were planned during the previous stage to put officers and partners on the same page.
- Launch the pilot project in the selected units.

Advice

- Organize an activity for the official launch of the pilot project in the presence of the principal partners, to mobilize key practitioners.
- Pay particular attention to pointing out the difference between the practices existing "before" the IPRAS Model and the new expectations offered by the model: the officers with more experience in practices involving older adults will consequently be more aware of the added value of the new practices.
- Exposing the operational benefits and promoting "success stories" in concrete cases keeps the level of interest high in patrol officers and investigators throughout the implementation.

Conditions for success

Consider promoting the model as a facilitator and not as an overload of work.

Action 5.3.4 Evaluate the IPRAS pilot project

- Collect information according to the methods chosen (individual interview, focus group, survey, etc.).
- Analyze the data gathered.
- Summarize the highlights of the evaluation.

In the evaluation of the pilot projet, we are looking primarily at identifying the factors that favoured the implementation of the model and those that were less helpful, and those that in fact harmed the implementation. An initial evaluation of the effects on police practice may also be of interest, but we should keep in mind that the majority of these effects will arise and become established over a longer period of time than that allocated to the pilot project.

(see also the information about planning the evaluation in the SPVM's experience in Section 5.3.2)

Conditions for success

- Consult officers in all functions who have been involved in your pilot project (patrol officers, investigators, supervisors, etc.).
- Take advantage of the evaluation activities to identify other tools or means that would help staff to better understand and accept the intervention model.

Keep in mind

At the end of this stage, you will have:

- Planned a pilot project directed at implementing a series of prime operational responses to priority needs
- Tested your prime operational responses for IPRAS
- Summarized the results of the evaluation of the model's implementation

5.4 Revise and implement the IPRAS Model within your own police service

Action 5.4.1 Revise the IPRAS Model: adjust and plan the implementation of other operational responses

- Based on the highlights arising from your evaluation of the pilot project, define the main adjustments to be made to your IPRAS Model.
- Apply the pertinent adustments to the model. As needed, these adjustments could take the form of other operational responses.
- Consider all the operational responses that you identified in Action 5.2.4, and any that you added in your adjustments to the model, and then plan a gradual incorporation of these other operational responses.

Action 5.4.2 Prepare the launch of the IPRAS Model

- Confirm your operational instructions in an offical document (for example, in an Operating Mode).
- Bring the template for presenting the model up to date in accordance with the adjustments made following the evaluation (key messages, tools and documents). Improve the presentation by adding a few concrete examples taken from the pilot project.
- Carry out the activities to distribute the model so that officers and partners are on the same page (see Action 5.3.2).
- Officially launch the model within your own police service.

Advice

Organize an activity for the official launch of the IPRAS Model, in the presence of the principal partners, to mobilize key practitioners.

Conditions for success

Promote presentations or coaching in units that are not involved in the pilot project. Make good use of the experience acquired in the pilot project by asking Resource Officers in the pilot project units to support their colleagues in the other units.

Action 5.4.3 Support the model in the long term

Encourage the sustainability of the model through various activities that will encourage the development of best practices and constant improvement, for example:

- Support the key messages in the IPRAS Model by acknowledging and promoting "success stories" in concrete cases of mistreatment.
- During the absences of Resource Officers, designate a replacement to ensure the continuity and the quality of the intervention.
- Ensure that your list of partners and key resources is updated on an ongoing basis.

Advice

To cope more effectively with staff renewals and rotations, it is recommended to incorporate the OM for the IPRAS Model (instructions and roles of officers) in the procedures for welcoming new officers.

Conditions for success

- Rely on Resource Officers to ensure constant knowledge transfer in their units.
- Ensure a high quality launch activity, regular reminders of the key messages in the IPRAS Model and sharing of information with each shift rotation. These actions will assist you to meet the challenge of loss of information due to staff rotation as well as the relaxing in implementing the model.

Action 5.4.4 Establish a strategy for periodic evaluation of the model

Periodic evaluation of the model allows you to check whether everything is functioning as it should be and to carry out any adjustments that may be required. This evaluation can also help you to identify the success stories and the perspectives for improvement.

Two types of evaluation are proposed:

- Evaluation of the effects on practice (medium term): to identify any changes in the practice, the improvements and the challenges. *Are the results what you expected?*
- Evaluation of the impacts on older adults (long term): to identify the impacts of implementing the IPRAS Model with older adults in your community. *How does the IPRAS Model benefit (or not benefit) older adults?*

Keep in mind

At the end of this stage, you will have:

- Revised your adaptation of the IPRAS Model
- Planned the gradual implementation of all the operational responses matching your needs to be met
- Prepared for and then launched the implementation of the model in your service
- Defined and put in place the activities needed to support the model in the long term
- Established the strategy for periodic evaluation of the model

APPENDIX 1. ANALYSIS HELP SHEET

A few themes to explore with the **police officers in your service** to identify your strengths and challenges:

- Their **knowledge about mistreatment** of older adults and the importance of this problem to them.
- Their **personal feelings of comfort and effectiveness** in their interventions with older adults.
- The **practices and ways of doing things** that seem **winners** to them in their interactions amongst themselves and with mistreated older adults.
- The **limitations, obstacles and difficulties** they encounter during such interactions.
- The **tools and means they would appreciate having** at their disposal to facilitate their interventions with mistreated older adults.

A few themes to explore with your **partners**:

- Their **vision of the desired level of involvement of the police** in cases of mistreatment of older adults.
- Their perception of the **level of comfort and effectiveness of officers** in their interventions with older adults.
- The **practices and ways of doing things** that seem **winners** to them in terms of collaboration between themselves and the police in regard to countering mistreatment.
- The **limitations, obstacles and difficulties** they encounter during such collaborations between themselves and the police.
- The **tools and means they would appreciate having** to facilitate collaboration between the partners in the various services, and to carry out complementary interventions with mistreated older adults.

APPENDIX 2. EVALUATION OF THE IMPLEMENTATION HELP SHEET

Here are the sub-themes for which you can raise the following evaluation questions:

What worked well? Why?

What worked less well or did not work at all? Why?

General approach to implementation

- Role, composition and leadership of the Operational Committee
- Selection of Resource Officers (profiles, expertise, etc.)
- Activities for launching the model
- Awareness and knowledge of the IPRAS Model in the pilot project units, in other units in the service and among the partners
- Influence of external/internal events
- Emerging sub-themes

Coordination

- Resource Officers: support given and received
- Emerging sub-themes

Operating Mode and tools

- Intervention for each type of officer
- General and specific knowledge about mistreatment
- Tools put in place
- Emerging sub-themes

Intersectoral work

- Public network partners
- Community network partners
- Emerging sub-themes

Knowledge transfer

- Promotion of knowledge and tools
- Role played by Resource Officers
- Emerging sub-themes

Communication

- With the community and the media
- Management and operational
- Emerging sub-themes

APPENDIX 3. EVALUATION OF THE EFFECTS ON POLICE PRACTICE HELP SHEET

Your objectives:

- To assess the effects of operational responses incorporated into the practices of members of your police service.
- To assess the evolution of your initial analysis of strengths and challenges (internal and collaborative).

Suggested approach:

- For each component of the model:
  - Areas of police intervention: prevention, detection, response to calls/front line intervention, follow-ups and investigations/judicial process
  - Guidance and coaching
  - Cross-cutting support
  - Coordination
  - Strategic management

Explore the following themes:

- What can be **improved** or **strengthen**?
- What are the **challenges and issues** encountered?
- How do you **explain** what worked and what did not?

Examples of indicators:

- Use of tools developed and put at the disposal of staff in your service and/or partners.
- Degree to which the Operating Mode (OM) was followed: instructions and anticipated contribution based on the various officer profiles within your service (patrol officers, supervisors, investigators, Resource Officers, etc.).
- Evolution of the level of comfort and effectiveness of officers from a variety of functions in the interventions and in the treatment of mistreatment cases.
- Number of mistreatment cases detected.
- Number of partnerships engaged in collaborations with your police service.
- Number of referrals to partners for follow-ups.
- Reduction in the number of repeat calls.

NOTES

THIS DOCUMENT IS AVAILABLE ON THE FOLLOWING WEBSITES:

www.maltraitancedesaines.com/en
www.spvm.qc.ca/en/Seniors