

# ALL POLICE SERVICES AND THEIR PARTNERS CAN IMPROVE THEIR PRACTICES!

British Columbia Association of Community Response Networks  
Webinar for the «Provincial Learning Event»  
October 18, 2016



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

Montréal 

# Funding

The Research Chair on Mistreatment of Older Adults is funded by the Ministère de la Famille et des Aînés of the Québec Government.

This project is funded in part by the Government of Canada through the program *New Horizons for Seniors*.

Canada 



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Québec 

# Research problem and main goal

## Research Problem

Police officers are key actors in the prevention and countering of mistreatment of older adults. Their status as first responder as well as their ties with the community, allow them to rightly identify mistreatment situations. However, many police services do not have a standardized intervention approach yet.



## Main Goal

This 3-year project aims at developing a police practice model to counter Mistreatment of Older Adults and to better empower police officers to recognize these situations and to intervene.

# Project's pertinence

## Why to develop a practice model for the police?

- Police have **privileged access** to seniors
- Police has a **central role** in **detection, prevention** and **investigation**
- Police are an important **gateway for seniors** in the health and social services
- In a few years, in Montreal, **one out of four people will be over 65 years**
- In Montreal, in one household out of nine, there is an **older adult living alone**
- Police will be **increasingly** called upon to **provide security for seniors**

# A Police Model built on partnership

## Unique partnership

Police + Research + Partners

Synergy of  
expertise

Operational Committee

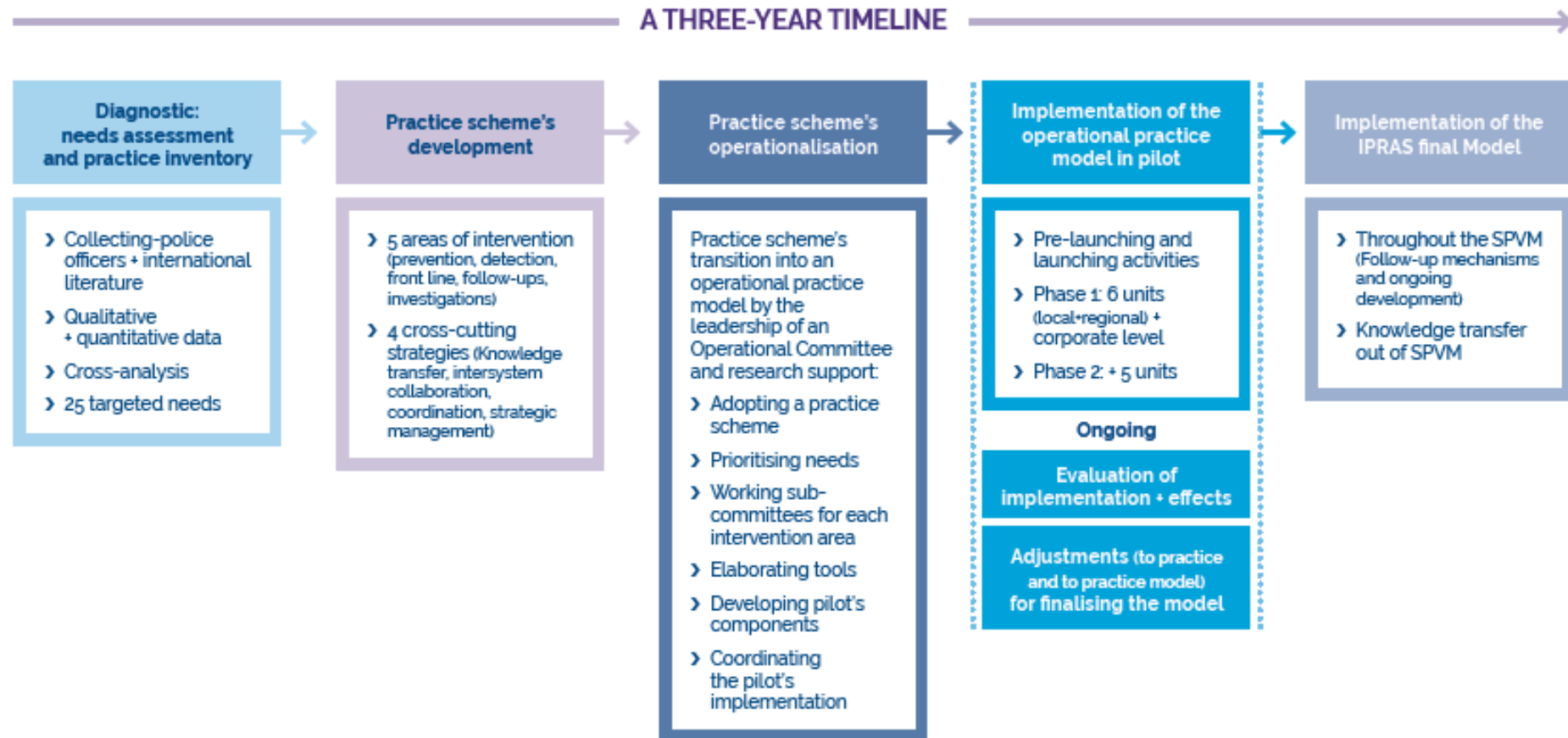
Advisory Committee



Research teams: SPVM and University of Sherbrooke - Research Chair on mistreatment of older adults



# Model's Overall Development Process



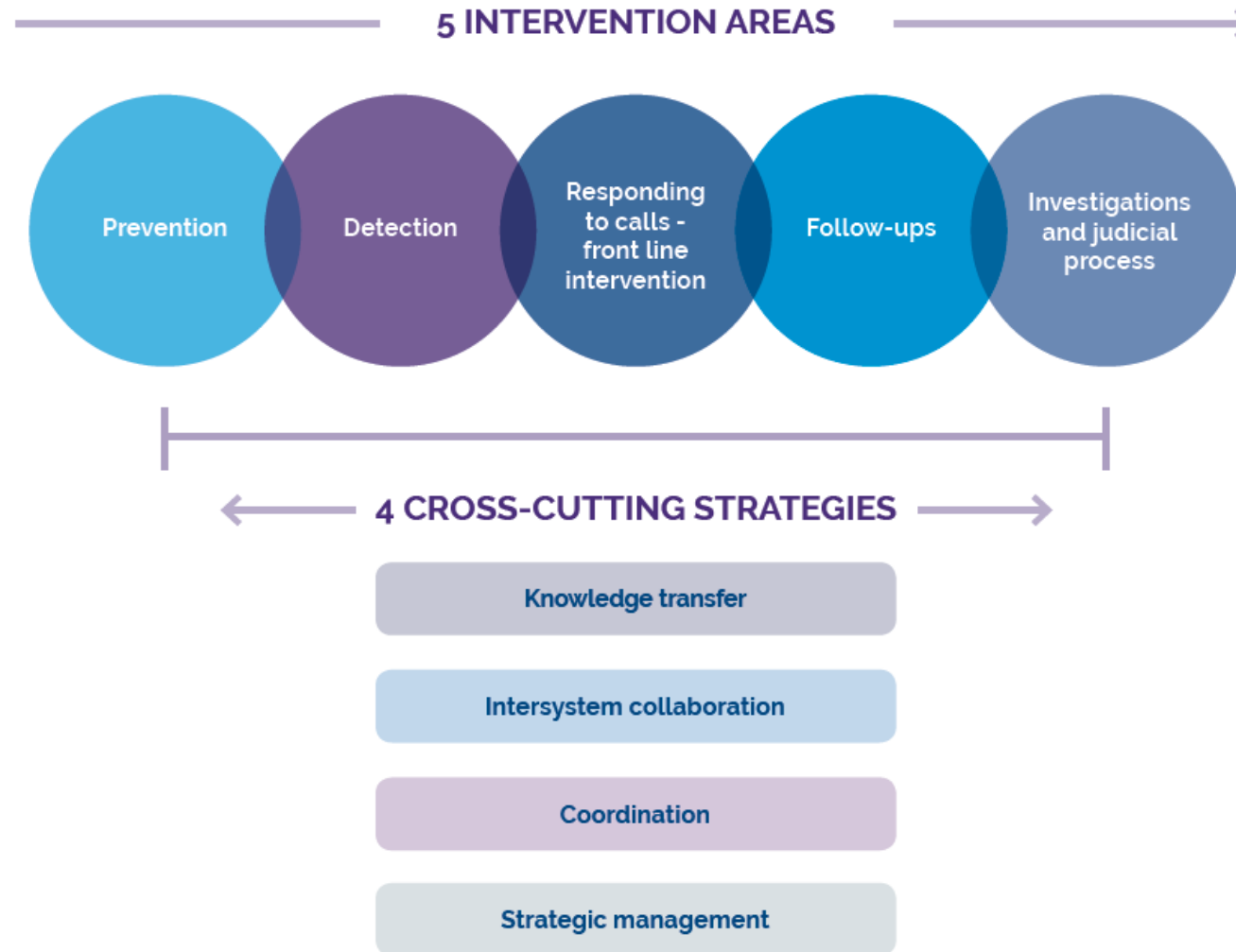
**STRATEGIC MANAGEMENT:** Bridging with federal, provincial and municipal public policies, SPVM's strategic orientations, partners (collaboration agreements) and other police services (model dissemination)

# Documentation of existing practices and needs

Year 1:  
Diagnostic

<b>10 DATA COLLECTION ACTIVITIES</b>	Scientific literature	125 reviewed articles
	Practice and governmental literature	+ 35 publications
	Inventory of Canadian practices	46 police services
	Online Survey	661 police officers
	Police Focus Groups (NPS)	117 police officers
	Police Focus Groups (IC)	23 investigators
	Observation of police intervention (cobra)	2/5 senior targeted
	Individual interviews – police officers	6 police officers
	Individual interviews – partners	32 organisations
	Identification of SPVM's best practices	4 CO + 8 CRO + 2 proj.
<b>Analyses</b>	Documentary, qualitative, quantitative and triangulation of data ←	

NPS: Neighborhood Police Stations · IC: Investigation centres · CO: cooperation officers  
CRO: community relations officers - "Senior" mandate · Proj: specific projects



### Operational Committee:

adapt the practice schema into an operational model

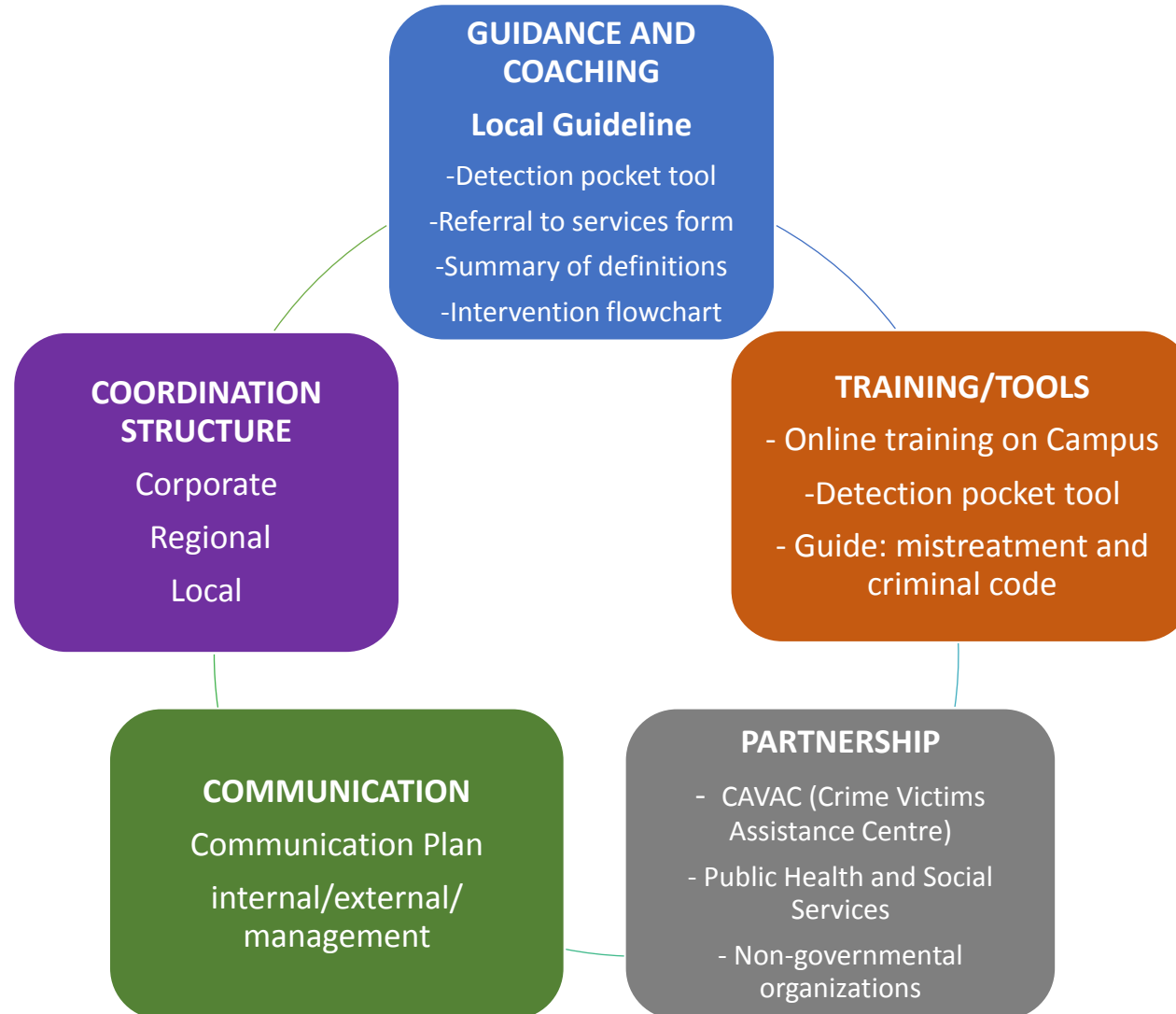


### 5 working subcommittees:

Prevention, detection, intervention, follow-ups, investigation and judicial process

# Development of a practice model

## Year 2: Operational Model- Components



# Development of a practice model

## Year 2: Operational Model- Components

### GUIDANCE AND COACHING OF THE PRACTICE: Local Guideline

- Police intervention principles
- Key definitions
- Police intervention roles

#### Appendices:

- A. Detection pocket tool (next slide)
- B. Authorization to divulge nominative information to another agency form
- C. Summary of key definitions related to mistreatment (forms and types)
- D. Intervention flowchart

### TRAINING/TOOLS: Training on SPVM's online platform



### Local Guideline (appendix A): **Detection Pocket Tool**

#### • Quelques questions à poser

- Est-ce que vous désirez me dire quelque chose?
- Y a-t-il quelque chose qui vous inquiète?
- Est-ce que tout va bien à la maison?
- Est-ce que vous voudriez que l'on vous aide?
- Avez-vous peur de quelqu'un?

#### • Quelques atouts incontournables

- Développer la confiance et la compréhension de l'aîné en le traitant avec considération, respect, patience et assurance
- Croire la personne
- Tenter de comprendre sans juger
- Être à l'écoute et offrir du support
- Porter attention aux comportements des proches
- Vérifier l'historique (appels récurrents)

**EN CAS DE DOUTE, IL FAUT SIGNALER OU VÉRIFIER :  
DES RESSOURCES POUR VOUS AIDER!**

**1 888 489-ABUS (2287)**

Ligne Aide Abus Aînés  
(8 h - 20 h, 7/7 jours)

**811**

Info-Social  
(24/24 h, 7/7 jours)

#### RESSOURCES LOCALES :

*Cet aide-mémoire a été conçu dans le cadre du projet IPAM (Intervention policière auprès des aînés maltraités) : financé en partie par le gouvernement du Canada par le biais du programme Nouveaux Horizons pour les aînés; réalisé par la Chaire de recherche sur la maltraitance envers les personnes âgées de l'Université de Sherbrooke et le Service de police de la Ville de Montréal; en s'inspirant de plusieurs outils, dont ODIVA-Police, l'aide-mémoire de l'Agence de la santé et des services sociaux de la Mauricie et du Centre-du Québec, et de la fiche d'indicateurs de l'École nationale de police du Québec.*

## MALTRAITANCE AÎNÉS

### Aide-mémoire à la détection

« Il y a maltraitance quand un geste singulier ou répétitif, ou une absence d'action appropriée, se produit dans une relation où il devrait y avoir de la confiance, et que cela cause du tort ou de la détresse chez une personne aînée. » (Gouvernement du Québec, 2010)

Formes de maltraitance : violence ou négligence.

Types de maltraitance : physique, sexuelle, psychologique, matérielle ou financière, violation des droits, organisationnelle, âgisme.

La maltraitance n'est **pas toujours intentionnelle** et elle n'est **pas toujours de nature criminelle**.



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## COMMENT DÉTECTER LA MALTRAITANCE CHEZ LES AÎNÉS?

### 🔍 Indices de maltraitance

#### • Matériels (environnement et milieu de vie / avoirs et biens de la personne)

- Isolement, absence de réseau social
- Milieu de vie désordonné, insalubre
- Besoins essentiels non comblés (frigo vide, etc.)
- Disparition de biens
- Retraits d'argent irréguliers, non autorisés ou anormaux
- Modification de son testament, de ses papiers
- Difficultés soudaines ou inexplicables à régler ses factures

#### • Psychologiques (état de santé mentale / sentiments et émotions de la personne)

- Symptômes de dépression (insomnie, perte d'appétit, perte d'intérêt, pleurs fréquents)
- Sentiment de détresse, menaces de suicide, désir de mourir
- Changement brusque d'humeur

#### • Physiques

- Blessures physiques inexplicables : bleus, coupures, brûlures, fractures, éruptions, plaies de pression
- Vêtements malpropres ou inappropriés, ou apparence négligée

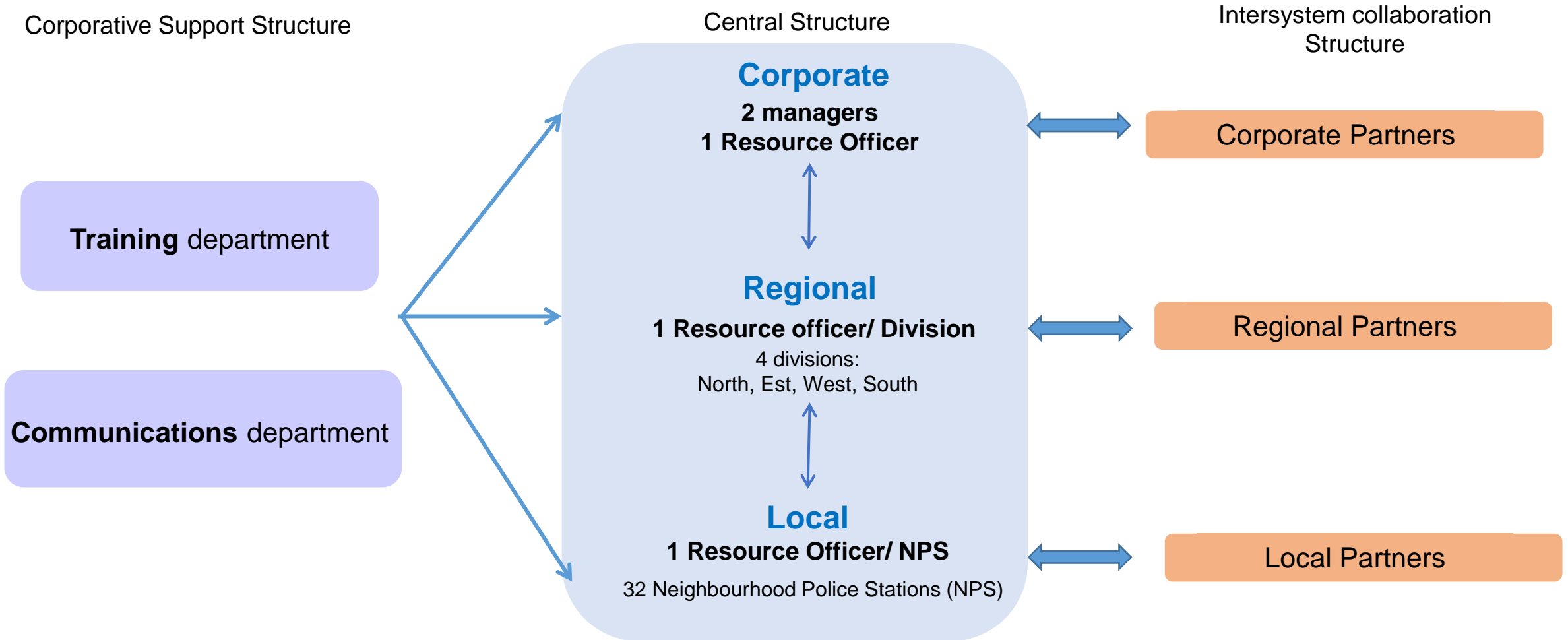
#### • Comportements, attitudes et propos de l'aîné

- Cherche l'approbation d'un tiers pour répondre
- Manifeste une confiance excessive envers la personne maltraitante
- Justifie ou minimise le comportement de la personne maltraitante
- Évite les contacts visuels, physiques ou verbaux
- Formule peu de demandes, a peur de déranger, ne veut pas dénoncer
- Apparaît effrayé, méfiant
- A l'air calme à l'excès
- Présente des troubles de comportements (agressivité, cris, etc.)
- Dit qu'on lui doit de l'argent ou qu'il lui manque de l'argent
- Se plaint d'agressions physiques, de mauvais traitements, de douleurs abdominales, de ses conditions d'hébergement, des services ou soins qu'il reçoit d'une personne ou d'une institution
- Exprime son désir de s'en aller, de déménager
- Se contredit ou est ambivalent

### ⚠️ Facteurs de vulnérabilité

- A un vécu antérieur de violence, a déjà été victime
- A des liens familiaux tendus ou difficiles
- A des pertes de mémoire, de la confusion
- A un problème de consommation (alcool, drogues, médicaments)
- Dépend de quelqu'un pour certains de ses besoins et obligations
- Vit seul et a plus de 75 ans
- Cohabite avec la personne maltraitante
- Vit une situation de crise ou de stress intense
- A des problèmes de communication

### COORDINATION STRUCTURE



### Pilot project implementation: two phases

**Phase-1** (May– October 2015): 3 NPS, 3 Divisions (North, Est, West)

- Pre-launch April 29<sup>th</sup> 2015
- Implementation begins May 13<sup>th</sup> 2015

**Phase-2** (November 2015– February 2016) : inclusion of 4 NPS, and Southern Division

- Pre-launch November 3<sup>rd</sup> 2015
- Implementation begins November 24<sup>th</sup> 2015

Evaluation has a double aim:

### Implementation

**Aim:**

- Did the implementation work?
- What key elements favored or hindered the implementation?

### Effects on police practice

**Aim:**

To observe the project's impact on police practice.

### MIXED METHOD DESIGN

*Qualitative and quantitative*

- **Phase 1: Eight evaluation activities**

- Interviews, focus groups, questionnaires, analysis of police reports
- Over **300 participants** or sources

- **Phase 2: Three evaluation activities**

- Observation of conferences calls, meetings of the Operational Committee and model's launching activities .
- Over **130 participants**

- Patrol officers
- Investigators
- Resource officers (local, regional and corporate)
- Heads of local and regional units
- Managers
- Partners

**Main **evaluation findings** and **adjustments**  
made to practice and practice model**

a) Evaluation of the model's implementation- pilots 1 et 2

# Evaluation of the implementation and effects of the practice model

## Evaluation of the implementation *Main findings*

### Main Findings

The **Operational Committee** was crucial for the operationalisation and implementation of the practice model.

The **Resource Officers (RO)** played a central role in the implementation of the practice model.

The **dissemination of the operational practice model** was characterized by the diversity of formats and messages used during launching activities at the corporate, regional and local levels.

The **implementation of a local and regional coordination structure** provided a better support to patrol officers and investigators in handling mistreatment cases.

**Support between Local and Regional Resource Officers (ROs)** was bolstered by the implementation of conference calls held every two weeks.

### Adjustments made to practice and practice model

A special attention was paid to the optimization of operational and management communication.

Awareness meetings and the development of a support kit and a full training day for all ROs

The development of a single presentation/animation canvas for launching activities resulted in a more uniform presentation of the operational practice model.

ROs and local units' supervisors increased feedback and awareness activities with patrol officers to encourage them to detect more situations of mistreatment before referring cases to ROs.

The conference call format focused on creating and favoring a community of practices between ROs. The Corporate RO was responsible for coordinating and leading this community.

# Evaluation of the implementation and effects of the practice model

## Evaluation of the implementation *Main findings*

### Main Findings

### Adjustments made to practice and practice model

The **Local Guideline's** description of Local and Regional ROs' roles was clear and realistic, but could be enhanced by the inclusion and clarification of roles of other key police officers in practice.

The Local Guideline was thoroughly reviewed and improved by the Operational Committee.

**Collaboration between Resource Officers (ROs) and their main partners** was facilitated by the links that were established before the project's implementation.

All units involved in the two phases of the pilot project updated the list of partners and older adults available resources.

**Team intervention in duo or in triad** has proven to be a collaborative practice highly valued by Resource Officers (RO).

Members of the Operational Committee developed an "analysis chart" on the duo/triad intervention.

The **online training module** turned out to be an effective support tool for ROs or managers (e.g., sergeants) in their roles within the IPRAS.

The online training module was updated by the addition of new content.

The **communication plan** contributed to the IPRAS project dissemination during its various phases with various internal and external audiences.

The communication plan was updated in order to meet the project's progress.



**Main evaluation findings and adjustments  
made to practice and practice model**

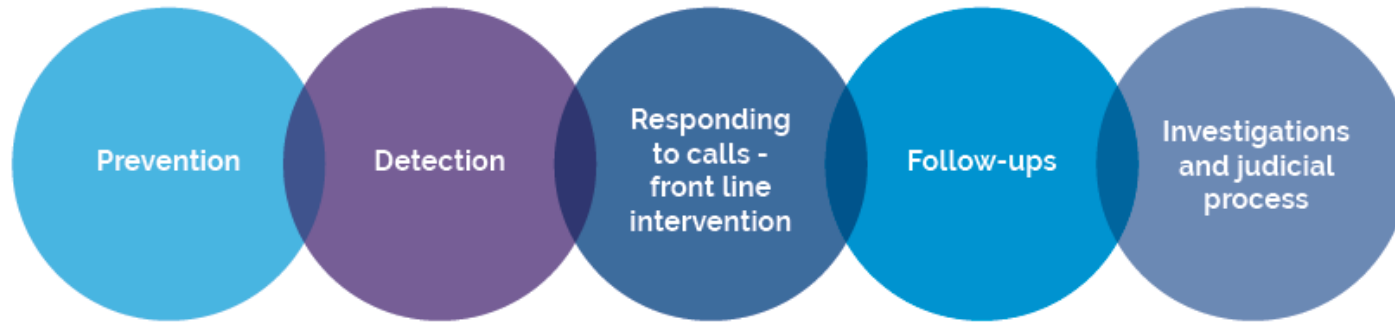
b) Evaluation of the model's effects -pilots 1 et 2



# Evaluation of the implementation and effects of the practice model

## Evaluation of effects *Main findings*

### 5 INTERVENTION AREAS



(+) Improvements made  
(-) Challenges to be met  
(to strengthen effects)

(+) The establishment of RO (resource officers) strengthened 2<sup>nd</sup> line detection – based on doubts reported by patrol officers.

(-) Optimize front-line detection by promoting the detection pocket tool and making understandable the concept of "relationship of trust"

(+) The number of reports taken by patrol officers when they intervene with seniors has increased.

(-) Foster enrichment of the information included in reports.

(+) Complementary implications of local and regional RO in follow-ups and good communication between RO and partners.

(-) Strengthen the involvement of patrol officers in follow-ups and referrals .

(+) 60% of investigators involved in Pilot 1 believe that support from regional ROs is the most helpful IPRAS' component .

(-) Promote and encourage non-judicial problem solving .

# Evaluation of the implementation and effects of the practice model

## Evaluation of effects *Main findings*

- (+) Improvements made
- (-) Challenges to be met (to strengthen effects)

### 4 CROSS-CUTTING STRATEGIES →

#### Knowledge transfer

- (+) Awareness and knowledge transfer to various police profiles rely heavily on the teaching skills of ROs .
- (-) Further promote the online training module and ensure basic training of police officers regarding MOA and IPRAS practice model.

#### Intersystem collaboration

- (+) Consolidation of joint and complementary collaborations (in team) with NGO community workers.
- (-) Promote the development of trust relationships between partners and various police profiles, mainly with ROs.

#### Coordination

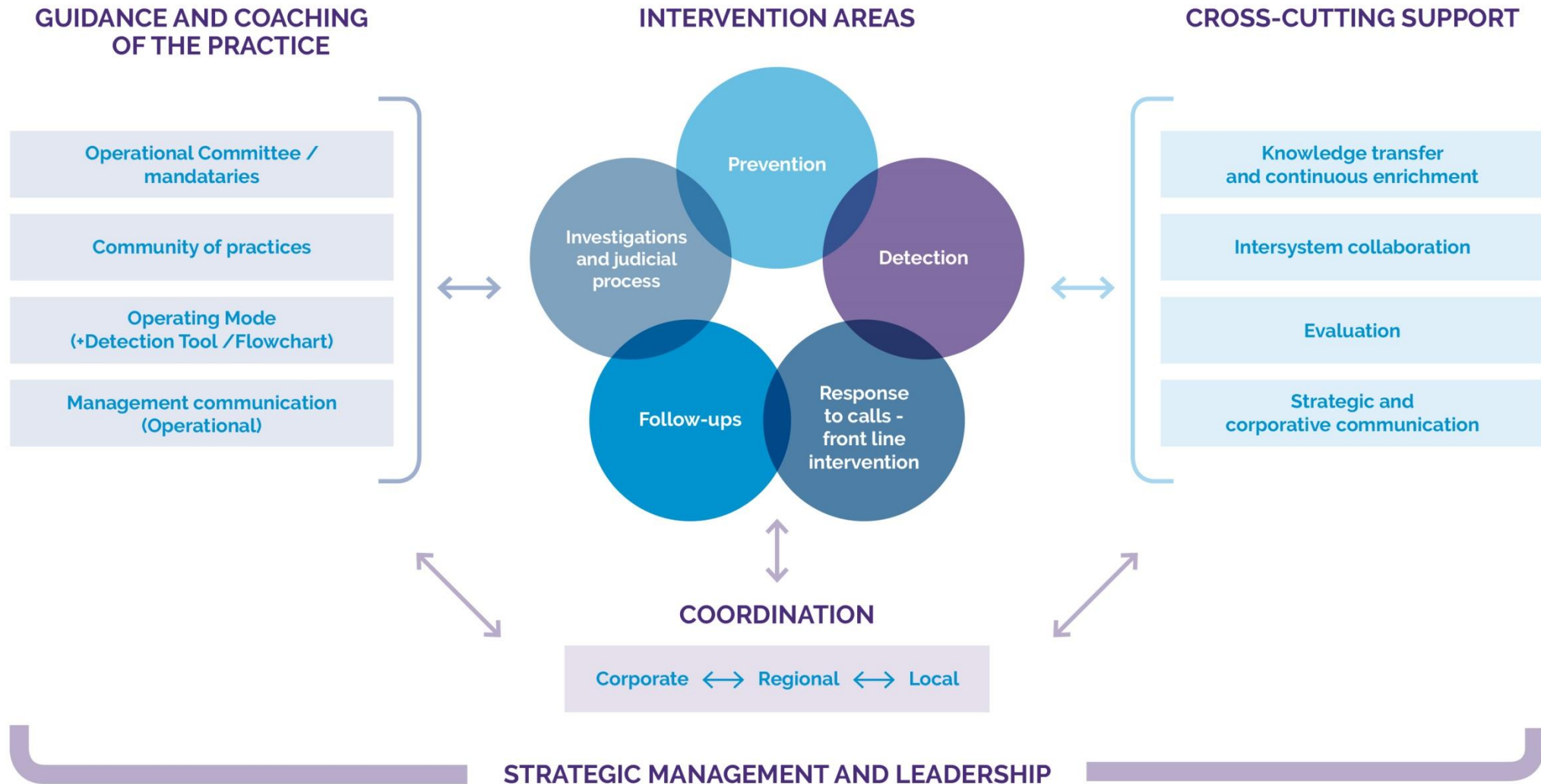
- (+) ROs helped operationalize the IPRAS model in all units. Consolidation of corporate RO's role facilitated the animation of the RO'S community of practice as well as the flow of information between units and Operational Committee

#### Strategic management

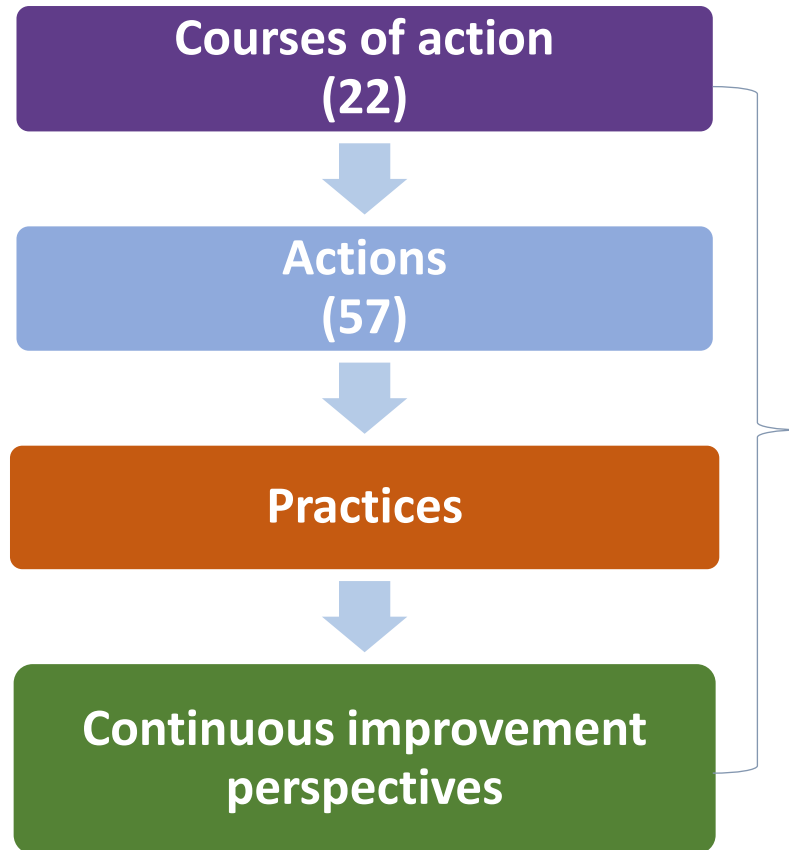
- (-) Appoint replacements in all unites to ensure continuity of practice during ROs' days off
- (+) The ongoing adjustment of the model enabled an effective implementation to the entire service as a whole
- (-) Promote mobilization of units' leaders through regular communication with operational leaders

# Implementation of the revised practice model within the entire SPVM

Year 3:  
Final IPRAS model



**IPRAS Model is based on:**



By component:

1. Intervention areas
2. Coordination
3. Guidance and coaching of the practice
4. Cross-cutting support
5. Strategic management and leadership

# Implementation of the revised practice model within the entire SPVM

Year 3:  
Final IPRAS model

Example:

## COMPONENT 1: INTERVENTION AREAS

Police intervention consists of five interconnected areas. An Operating Mode describes the roles of police officers throughout the intervention with mistreated older adults. The Operating Mode also describes several other practices developed in the model.

### PREVENTION

#### Courses of action:

1. Strengthen a common prevention strategy
2. Take into consideration the cultural diversity of older adults in the prevention messages

#### Example of practice:

- › Prevention tools with a visual SPVM signature available in four languages and accompanied by a user guide.

### DETECTION

#### Courses of action:

3. Improve the knowledge of police officers for detecting mistreatment of older adults
4. Support patrol officers in detecting mistreatment

#### Example of practice:

- › Detection Pocket Tools distributed to police officers of all functions.



### Strengths of the IPRAS Model



Responds to the needs and challenges related to police intervention in countering mistreatment of older adults, while being **evidence-based**.



Offers a collaborative work with partners in order to **refocus the police work on its primary mission**, which is to ensure the safety of citizens, especially that of older adults.



Aims concerted and complementary efforts of all police officers within the Police Service. Therefore, the model **does not require the establishment of a specialized unit**.



**Addresses all cases of mistreatment of older adults, whether of a criminal nature or not.** Although cases may seem non-criminal at first, criminal aspects can be revealed during follow-ups. This is why collaborative work with partners is essential in non-criminal cases since it significantly reduces repetitive calls.

# Promoting this new practice model ...

# Knowledge transfer

## Written Communications

### Scientific publications:

- Journal *Vie et Vieillesse* (2015)
- Book Chapter, Elder Abuse : International Perspectives. Springer (under review 2016)
- *Journal of Adult Protection* (to come 2016)
- *Journal related to police science* (to come in 2016)

### Research reports :

- Summary of Outcomes. Data Collection and Early Analysis (2015)
- Model Development Synthesis (2016)

### Model's description and Guidelines for implementation:

- Practice Guidelines for Implementing the Model (2016)
- Description of the Model's Components (2016)

### General Overviews (2016) :

- Needs Analysis and Police Practices Inventory
- Evaluation Results of the Model's Pilot Project
- Description of the Model's Components
- Practical and Theoretical Knowledge learned from the IPRAS Action Research Project

All documents are available in French and English at:

<http://www.maltraitancesaines.com/fr/police-ipam>

<http://www.maltraitancesaines.com/en/police-ipras>



# For more information about the IPRAS Model

Learn more about the IPRAS Model to counter Mistreatment of Older Adults!

General Overviews 8p.

INTEGRATED POLICE RESPONSE FOR ABUSED SENIORS

General Overview  
Description of the Model's Components

**INTRODUCTION**

The *Integrated Police Response for Abused Seniors (IPRAS)* is a three-year action research project that has developed, tested, and then implemented a police intervention model to counter mistreatment of older adults. Starting in July 2013 and extending over a three-year period, this project was jointly carried out between the "Section de la recherche et de la planification du Service de police de la Ville de Montréal" (SPVM)<sup>1</sup> and the Research Chair on Mistreatment of Older Adults of the University of Sherbrooke.

This general overview presents the description of the model's components implemented throughout the SPVM. Three other general overviews can be consulted. They highlight:

- > the needs analysis and police practices inventory enabling the development of the model;
- > the evaluation results of the IPRAS Model pilot project;
- > the practical and theoretical knowledge learned from the IPRAS action research project.

**Why to develop an Integrated Police Response for Abused Seniors (IPRAS) Model?**

Police officers are key actors in the prevention and countering of mistreatment of older adults. Their status as first responder as well as their ties with the community, allow them to rightly identify mistreatment situations. However, many police services do not have a standardized intervention approach yet.

By implementing the IPRAS Model, police officers will be better empowered to recognize mistreatment situations and to intervene in collaboration with their partners.

<sup>1</sup> Research and Strategic Planning Division of the City of Montréal Police Service.

SPVM Montréal (M) Chaire de recherche sur la maltraitance envers les personnes âgées Research Chair on Mistreatment of Older Adults

Description of the Model, 26p.

IPRAS MODEL  
INTEGRATED POLICE RESPONSE FOR ABUSED SENIORS

Description of the Model's Components

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Guidelines, 42p.

IPRAS MODEL  
INTEGRATED POLICE RESPONSE FOR ABUSED SENIORS

Practice Guidelines for Implementing the Model

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# For more information about IPRAS



Chaire de recherche sur la maltraitance  
envers les personnes âgées  
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