



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



POLICE PRACTICES IN SITUATIONS OF MISTREATMENT AGAINST OLDER ADULTS

Summary of Outcomes Data Collection and Early Analysis

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1. The Context

This report is part of a joint research-action project carried out between the Research Chair on Mistreatment of Older Adults of the University of Sherbrooke and the City of Montreal Police Service (SPVM): *The Police Intervention to Counter Mistreatment (IPAM): Developing and Implementing a Practice Model*. Funded in part by the Government of Canada, through the New Horizons for Seniors Program, this project began in the summer of 2013 and will extend over a period of three years. In examining mistreatment from a hands-on perspective linked to police practices, it aims at empowering police officers to recognize these situations and to take action. This project will have helped, as a result, to develop a police practice model to counter mistreatment of older adults by achieving the following objectives:

- Document police practices regarding mistreatment of older adults;
- Document the SPVM police officers' practices and needs regarding detection, follow-ups and intersystem collaboration;
- Develop a practice model, including one or several detection and follow-up tools or adapt the existing ones;
- Elaborate support mechanisms to police practice;
- Implement, as a pilot project, this practice model, including one or several tools, and support mechanisms to police practice, in the SPVM;
- Revise the model, including tools and support mechanisms to police practice, in light of the results of the pilot project;
- Promote this new practice model within the SPVM, to police services across Canada and in the scientific community.

This summary will cover the first two objectives. It will start by outlining the overall methodology used to achieve them. For each of the ten documentary analysis or data collections, an assessment of the results and main findings arising from the various analyses will be then presented. Finally, a summary of the most important needs in each of the police intervention components will complete this report.

2. Overall Methodology

In order to meet the first two objectives, ten documentary analysis or data collections were carried out between December 2013 and December 2014. Table 1 summarizes the activities. It shows the number of publications or participants reviewed in each activity, as well as the aspects documented by each of them.

Table 1: Overview of research and data collections

TYPES OF ACTIVITIES	RESEARCH OR COLLECTING ACTIVITIES	FOCUS: DOCUMENTING		SOURCES
		practices	needs	
RESEARCH	Scientific literature review	X		125 reviewed articles
	Summary of practices and governmental literature review	X		35 + writings
	Inventory of Canadian practices outside SPVM	X		46 police services
COLLECTION	Online survey	X	X	661 respondents
	Police focus groups Neighborhood Police Stations (NPS) ¹	X	X	10 groups in 2 NPSs (117 police officers)
	Police focus groups- Investigation centres ^{1,2}	X	X	23 police officers
	Observing the police intervention (cobra) ^{1,2}	X	X	3 not targeted, 2 senior targeted
	Individual interviews – police officers ^{1,2}	X	X	6 police officers
	Individual interviews – partners ^{1,2}	X	X	32 representing organizations
	Identifying SPVM’s best practices ^{1,2}	X	X	4 cooperation officers; 8 community relations officers-"Senior" mandate; 2 regional projects

1. Case-study approach (two NPSs)

2. Other NPSs or operation centres

The SPVM includes 32 neighbourhood police stations (NPSs) grouped into four regions. As indicated in table 1, the majority of data collection is based in part on a case study approach in two NPSs of the police service, including number 26 in the West and 44 in the North. Table 2 gives a clear picture of the selection criteria used for these two NPSs.

Table 2: Selection criteria of neighbourhood police stations

SELECTION CRITERIA	NPS 26 (Côte des Neiges)	NPS 44 (Rosemont)
Police practices with seniors	Less developed (but willingness to cooperate)	developed
Community cooperation in countering mistreatment	Less developed (but willingness to cooperate)	developed
% of seniors compared to the City of Montreal average	higher or equal	higher or equal
% of cultural communities compared to the City of Montreal average	high	low

A mix-method approach is the foundation of this research. Results presented in this report are derived from documentary, quantitative and qualitative analyses. The triangulation of all these information enabled certain priority needs to emerge.

3. Results per Research Activity/Data Collection

3.1 Scientific literature review

The first activity carried out in order to document police practices in mistreatment of older adults is the scientific literature review. Using the keywords Elder/older, Abuse/Mistreatment/Neglect/Violence and Police/Inter * /Multi *, 13 computer databases were searched (5 in French and 8 in English). Out of the 362 articles reviewed from 2003 to 2014, an inter-judge validation from summaries resulted in the selection of 125 relevant articles to be considered for the IPAM project.

A first observation from this literature review is that writings entirely devoted to policing are still scarce. Moreover, whereas the field activities and the mandates of the police undoubtedly vary according to their position, very few texts are explicit on the practices on that matter.

In the scientific literature, the intersystem collaboration is regarded as a guarantee of good practices to intervene with seniors in a situation of mistreatment, and the key role of the police in this regard is also raised. The police are indeed recognized as a key gateway for

seniors in the health and social services network and as a central player in the detection, prevention and investigation of crimes committed against seniors¹⁻¹⁸.

Because of their special relationship with seniors, police officers are a significant resource, but under-utilized, to identify at an early stage seniors at risk of being mistreated¹⁹⁻²¹. Police services are often the only public services to ensure 24 hours per day response²⁰. Although they already identify situations of mistreatment, the majority of first responders (police and firefighters) do not have a standardized approach and are not equipped to detect situations of vulnerable seniors²¹. In this regard, the issue of training police officers who respond to a call concerning the detection of situations potentially abusive and who are in a close interaction with seniors (showing or not cognitive impairment) is unavoidable. Thus, prior to using a detection tool, the ability to recognize a few signs of mistreatment and the willingness of police officers of being aware when responding to calls involving seniors are of paramount importance^{19, 22}. However, although some training initiatives were reported in the literature, their content does not reveal much.

In a few publications, it is also possible to identify some police services, which have established teams or specialized units, either specifically in mistreatment or jointly with other social issues^{19, 22}. The idea of a champion practitioner in mistreatment, suggested in certain writings²⁴⁻²⁸, is also inspiring. In the articles reviewed, this role is often assumed by professionals in the health care or social services. However, it could quite possibly, at least in certain situations, be played by a police officer.

In short, even if the police practice to counter mistreatment is recognized, it deserves to be further documented in order to better understand the issues and challenges, particularly in a context of intersystem working/collaboration.

3.2 Summary of practices and governmental literature

Complementing the scientific literature review, a summary of practices and governmental literature was carried out in order to shed light on some promising practices implemented within police organizations. These publications come from four main sources: 1. Reviewed during searches in computer database of the initial literature review, but non-scientific; 2. Cited as a reference by an author within the same scientific writings; 3. Content considered relevant to documenting, found during the inventory of Canadian practices or scientific review; and 4. Search on some specialized websites on policing and justice, such as the *Community Oriented Policing Services (COPS)*, *Home Office*, *National Institute of Justice (NIJ)* and *Australian Institute of Criminology (AIC)*. The majority of the 35 publications selected were from Canada (15) or the United States (16). A table presenting the most relevant elements in the IPAM project for each of the reviewed publications was developed. However, our attention was especially drawn by some of these publications which will be reported in the next few lines.

First, several writings underline the importance of intersystem collaboration to counter mistreatment of older adults. The experiences of the County of Kent in the United Kingdom²⁹, Edmonton in Canada^{30, 31}, as well as the State of Ohio (the state as a whole³² and Montgomery

County³³) and the NATI³⁴ (*National Association of Triads*, in several states) in the United States, are especially well documented. These publications, among others, include information on the various stakeholders who should be part of a team wishing to provide a multisystem or intersystem response to mistreatment. They provide descriptions not only of the roles of each of these stakeholders, including the team coordinator, but also of the major steps of such an approach. Issues of confidentiality and shared information are also well documented.

The investigation process on mistreatment of older adults is also the subject of some publications, including those from Illinois³⁵ and Montgomery County³³. The 'step by step' procedures for gathering evidence, conducting police and joint investigations, and interviewing seniors in such cases are proposed. Other writings focus on detection and further develop on various indicators that can be used by the police to detect cases of mistreatment as well^{33, 35-39}. The study documenting the implementation of the tool called ODIVA-POLICE within the SPVM⁴⁰ obviously cannot be ignored. This publication lead to the conclusion that there is a significant need to improve police officers' knowledge and understanding of mistreatment of older adults, and to ensure a commitment from the police service management, since the understanding of the clientele's characteristics requires a lot of time from police officers.

In terms of prevention, the two guides published by COPS^{41, 42} represent a reference tool for the police forces to analyze and assess the issue of mistreatment on a given territory. To this effect, a series of questions are suggested for physical and emotional mistreatment on the one hand, and for financial crimes on the other hand. General and specific answers are also formulated.

Finally, regarding the training of police officers, the one developed by the Council on Aging of Ottawa for the Ottawa Police Service³⁸ is by far the most comprehensive. It contains several modules, including an introduction to mistreatment and the senior clientele, specific interview and communication techniques, guidelines for the evaluation of mistreatment (indicators and behaviour types for the victim and the abuser) and intervention (factors to consider in determining the intervention strategies), the underlying protocols for any police response, as well as a series of annexes including a resource directory.

3.3 Inventory of Canadian practices outside the SPVM

This inventory, providing a profile of the existing practices that counter mistreatment of older adults in various police services throughout the country (other than the SPVM), was carried out between January and July 2014. In order to achieve this, letters were sent to 130 Canadian police services, including 26 in Quebec, and Internet search of police services were also carried out. This inventory has finally helped establish the foundation of a network of 46 police services in the country.

In Quebec, the vast majority of police services contacted are members of an intersystem coordination body called Local or Regional Coordination Tables on mistreatment. Even if the partners sitting on these Tables are different from one municipality to another, the police and the Health and Social Services Centres (CSSS) are essential partners. Many Quebec police

services have tools or senior awareness material to the various forms of mistreatment of older adults. Although consultation and prevention seem very developed in police organizations across the province, it is another story for case follow-ups as well as investigation and court proceedings, which are still developing.

In the rest of the country, several innovative projects in prevention, training, case follow-ups, awareness activities and multidisciplinary investigation teams were implemented. Police services with special practices in mistreatment all have a police officer or a team that plays the role of coordinator, often combining several social issues.

The major issues raised by police officials are the lack of staff and time to effectively address all the components required to ensure proper functioning of the interventions. Throughout the country, only one training module on mistreatment has been specifically developed for police officers, and that is by the Ottawa Police Service. Although very complete for front line police officers and investigators, the dissemination of this training has been very limited, due to lack of time and staff.

The strengths of the Canadian inventoried practices are, on the one hand, the development of practices with external experienced and recognized partners in mistreatment, and on the other hand, the implementation of clear guidelines regarding, among others, work description, operational procedures and action plans.

Finally, it should be noted that this inventory has led to the creation or the strengthening of strategic links, such as those with the Quebec Ministry of Public Security, the Quebec National Police School, the *Sûreté du Québec* (The Quebec Provincial Police), the Toronto and Longueuil Police Services, the Ontario Police College, and the Ontario Provincial Police.

3.4 Online survey

The online survey, with the aim of documenting practices and needs of SPVM police officers to counter mistreatment of older adults, was conducted among all SPVM police officers who may be called out to any situations involving seniors (n= 2172). Data collection took place from November 19, 2013 to January 6, 2014, using the online survey platform SurveyMonkey. In the end, 661 questionnaires were completed for a response rate of 30.4%. That was a good response rate, given the limited time that several police officers have for online working.

The first observation from these results highlights the central role played by community relations officers in interventions involving seniors in a situation of mistreatment, which ultimately implies intersystem collaboration. They actually are the ones who get the most often in touch with external resources, since they receive more calls/cases from the CSSS or from community partners and use most of the external resources such as Local Community Service Centres (CLSCs) and the Elder Abuse Help Line. In addition, community relations officers are the most used resource by the majority of police officers. The internal reference procedure for cases of mistreatment forwarded to community relations officers seems to be well applied.

In terms of detection, the analysis of indicators used by respondents to detect situations of mistreatment confirms the diversity and richness of these indicators. However, even if these ones are numerous (more than 80), it is clear that most of them are only used by very few police officers, which implies a lack of uniformity and consistency in regard to the detection process of mistreatment situations involving seniors, as well as a lack of awareness for this problem.

Furthermore, police officers feel ill-equipped to intervene easily and effectively with seniors in a situation of mistreatment, they are not aware of the available resources and they lack guidelines. In addition, communicating with seniors presenting signs of confusion, mental health problems or cognitive impairment has proved to be the greatest difficulty that the police face in their interventions. This finding is particularly common among patrol officers.

In short, the survey results support the importance of encouraging partnership efforts carried out by community relations officers with the external resources and the relevance of developing trainings tailored to the needs and practices of the police officers according to their functions within the organization.

3.5 Police focus groups

In order to have a more in-depth knowledge of issues related to interventions made by police officers with seniors facing mistreatment and their needs, two series of police focus groups were carried out. A first one in the two neighbourhood police stations (NPSs) (stations 26 and 44, please refer to the methodology section for more information on the selection of these two NPSs), and a second one in investigation centres serving the territories of those two NPSs, West and North regions.

3.5.1 Groups from neighbourhood police stations

From December 2013 to February 2014, ten police focus groups were held, five in each of the two NPSs under study. The sessions involved eight to seventeen participants, mainly patrol officers, community relations officers, investigators and sergeants, and lasted approximately 60 minutes.

A first observation arising from these discussions was the mandate of the police to counter mistreatment of older adults. In the two NPSs, two significant elements emerged from these discussions: "refer" was the most often mentioned, followed by "to protect the victim". Regarding the frequency of intervention, in most groups, the participants said that they have not dealt with many cases of mistreatment, but more with situations involving isolated seniors. In return, the police officers from these two NPSs cite several forms of mistreatment encountered in their interventions. Financial abuse is among the most frequently mentioned in all groups. Several police officers also share the fact that this form of mistreatment is often found in situations of domestic mistreatment, many cases being perpetrated by a child or a grandchild having drug addiction or mental health problems. That being said, in half of the

focus groups it came as no surprise that the reluctance of seniors to file a complaint against their own child was identified as a major challenge to the police intervention with this clientele.

In addition, police officers experience real difficulty to distinguish between real cases of mistreatment and the confabulation associated with cognitive impairment, the latter being emphasized in half of the groups. Moreover, there seems to be some confusion between the concepts of mental health, dementia, Alzheimer's disease and cognitive decline, illustrating the compelling need of clarifying these concepts.

In several focus groups, police officers said that the answer to seniors' calls requires a lot of time on the scene, time that patrol officers can rarely afford to spend as frontline responders having to cope with large volumes of calls. This factor of "limited time" may influence particularly their ability to efficiently detect situations of mistreatment, which would be more or less implicitly in the background of the primary motive when calling the police. Still on the subject of detecting mistreatment, the major signs observed by patrol officers when serving an older adult are the condition of the premises, the presence of food, the person's overall condition, as well as apparent physical injuries. Despite this keen sense of observation, few groups have discussed about key questions that they would use to better detect mistreatment. Some of them have even stressed that they would appreciate to have these key questions in hand to make the detection process easier in such situations.

The language barrier was regarded as an important issue by all groups of NPS 26, as well as by two groups of NPS 44 when it comes to intervention. In addition, the negative perception of the police by some cultural communities was also mentioned in half of the groups, regardless of the NPS. Finally, patrol officers reported that they do not feel familiar with the resources to which they can refer seniors to, in a situation of mistreatment. In most focus groups, participants also felt that the community relations officers are those who must have an increased knowledge of resources since they are in a better position to ensure a follow-up.

3.5.2 Groups from investigation centres

In total, five police focus groups were held in investigation centres between April and June 2014, two groups in the West region (serving NPS 26), two in the North region (serving NPS 44) and one with the Fraud Unit of the Specialized Investigation Centre. These sessions lasted from 90 to 120 minutes and had three to seven participants, all investigators.

Following the analysis of these interviews, it should be first specified that despite the heavy workload of investigators, they try, as far as they can, to give priority to those cases of mistreatment involving seniors. In return, these investigations are generally much longer than others, because they often require a lot of time to corroborate the facts in order to compensate for the memory loss of some older victims. Moreover, some investigators found out that not all cases of mistreatment of older adults can be legal cases. They therefore recognize the importance of encouraging follow-ups focused on solution-finding with a non-judicial option. Several investigators also emphasize that the majority of their causes go to the

Quebec Court, which could explain that the *Support/Justice Program to Counter Mistreatment of Older Adults* (the PAJMA Program, developed for the Municipal Court of Montreal) is relatively unknown to investigators. At the end of 2014, the Criminal and Penal Division of the Quebec Court has taken a first step to better adapt the judicial process to the seniors' needs. It will be interesting to see how these early initiatives will evolve over time and to support their development, if need be.

Just like the police officers in NPSs, investigators are mainly intervening in cases of financial and domestic mistreatment (abuse inflicted by children or grandchildren). Investigators are therefore also facing the reluctance of seniors to file complaints against their own children. In the North as in the West, some investigators pointed out the language barrier, an issue particularly critical when they must deal with the interpreters (often relatives of the older adult) whose reliability of translating sometimes raises doubts. Still in the two regions, the idea of having investigators specializing in the cases of mistreatment of older adults (as it is already the case for the Fraud Unit) was raised. In this regard, some investigators of the West region advocated for a dedicated specialized team, while others are more inclined to favour a comprehensive training for a few investigators that would be able, later, to being able to act as key pivot agent.

3.6 Individual interviews

Complementary to the focus groups -results presented in the previous section -, senior ranking police officers and community partners were individually interviewed for approximately 90 minutes.

3.6.1 Individual interviews with police officers

The six individual interviews conducted with police officers, from March to November 2014, took place with the lieutenant and the chief of each of the two NPSs under study (26 and 44), as well as with two police members of the partnership committee.

First, the police who were met individually believe that the SPVM's primary mandate is to prevent crime by enforcing the law, as well as by ensuring the safety of citizens. It was pointed out that the SPVM have recently demonstrated openness, in an effort to improve their practices in several areas. It also appears that police officers do not have the required knowledge to detect mistreatment, making it difficult for them to achieve this mandate. In addition, confidentiality and information sharing is a barrier that needs to be mitigated, mainly between the police and the health and social services network.

Moreover, certain ways of improving practices were discussed during the interviews. First, the field presence is valued by the community relations officers and is an asset which reduces the reluctance of seniors to contact the police. It would therefore be important to continue this practice. Then, developing the police officers' basic knowledge in mistreatment of older adults, a more comprehensive picture of the phenomenon of mistreatment in the four operational centres, as well as the promotion of post-investigation follow-ups and non-judicial problem-

solving mechanisms could be beneficial in improving police practices to counter mistreatment of older adults.

Finally, some avenues more closely associated with the training of police officers were also raised by these participants, which are to promote the best practices within the SPVM, as well as to enhance the knowledge of the partners' fields of expertise, the laws and the jurisprudence.

3.6.2 Individual interviews with partners

Since the SPVM collaborates with various local and corporate partners in countering mistreatment of older adults, it is interesting to shed light on the vision that may have some of these partners on the organization's role regarding that topic and collaborations maintained with the latter. Between December 2013 and May 2014, 32 partners, including 19 local (9 for NPS 26 and 10 for NPS 44) and 13 corporate (working in several neighbourhoods or on the whole territory of Montreal), were met individually.

Just as the police officers previously met, the partners say that the SPVM's primary mandate is to enforce laws on its territory. They added, however, that the SPVM has also a certain role to play in prevention, but that this mandate is mainly carried out by the community relations officers. In this regard, the actions and the attitude of the community relations officers are considered by several partners as being an added value for the SPVM. Furthermore, the role of police regarding detection is far from being clearly defined. Besides a few partners of NPS 44, detection would not be the role of the police. In addition, several stressed that the rules of confidentiality governing the interventions limit the efficiency of detection. The vast majority of the partners also agree on the fact that the police do not have to intervene in all cases of mistreatment.

As to the perception of the partnership, a first observation indicates that the CSSS and CLSC network is clearly identified as being a pivotal partner. The majority of the partners felt that partnerships work well in prevention, but that confidentiality and the reluctance of seniors to report continue to hinder the effectiveness of collaborations in detection and follow-ups. Some partners highlight a certain "clash of perspectives" between the police and the psychosocial contexts and cultures of practice. They feel that the partners are unaware of the roles and the limitations of each.

In addition, certain ways of improving practices are proposed during discussions with the partners. First, it would be useful to increase awareness regarding the various types of support that police officers can provide to mistreated seniors and increase the field presence of police officers (not only limited to community relations officers). Greater consistency in police actions within the SPVM, as well as developing a more community-oriented attitude, a more user-friendly communication and a partnership approach in the police culture (starting from the senior management) could also be beneficial for improving police practices with mistreated older adults. Also, the partners believe that a systematic analysis of event reports, drawing on

North and East operation centre models, would promote better detection of mistreatment cases.

Finally, several respondents suggest theme-based training sessions, such as knowledge of mistreatment and local resources, as well as the interaction with seniors and more particularly with those of cultural communities. Some partners wish that mechanisms (e.g., communities of practice) promote the transfer of best practices in all NPSs.

3.7 Observation of police interventions (Cobra)

In order to improve our understanding of the patrol officers' practice, five cobra activities were held in December 2013. The preferred approach in this data collection is the *participant observation* with note-taking and completion of a grid immediately after the activity. Four situations involving seniors were observed during these cobra operations (a non-targeted day observation with a supervisor, two non-targeted night observations and two special situations involving seniors made during the day with patrol officers).

The non-targeted cobras have shown that patrol officers have very little time to react to ever-changing situations. Time allocated to respond to calls is quite limited for these police officers. It was also observed in cases of intimate partner violence that increased security measures were implemented as well as more fluid police interventions.

As for cobras specifically intended for seniors, the observers were accompanied by a community relations officer and patrol officers as well. First of all, they enabled the observers to see the importance of good communication between the police officer and the older adult in order to create a relationship of trust with the senior. Dialogue, active listening and an attitude of respect for the mistreated older adult are required. The community relations officer must often act as a mediator between the parties, mainly when it comes to domestic mistreatment. These cobras have also demonstrated how ill-equipped police officers are to deal with situations when an older person does not want to cooperate, hence the importance of providing them with better resources to interact this clientele, but also to raise awareness among seniors on the importance of reporting.

Finally, police intervention with seniors experiencing mistreatment remains a major challenge when the case is considered as "civil", that is to say, it is mistreatment, but as a non-criminal nature. In these situations, their power to act is limited because they do not have anything to refer to, and they cannot enforce the criminal code. Just as in the previous data collections, intersystem collaboration proved to be central to the police intervention in order to meet seniors' needs: on many calls, they are in contact with ambulance attendants, non-profit organizations (NPOs), CLSCs, the Municipal Housing Bureau (OMH), paratransit services and the hospital.

In the framework of these cobra operations, no complaint was filed during the four situations involving seniors being observed.

3.8 Characterization of some SPVM's good practices

In earlier research and data collections, at least 30 practices developed by SPVM teams or SPVM police officers were pointed out by participants, and then inventoried. An additional data collection, to better define some of these practices, as well as to identify their conditions of success and challenges, has therefore proved relevant. Following a consultation with community cooperation officers, the research team selected three practices for a more detailed characterization. Two regional support investigation projects involving seniors were selected, in this case, the senior component of *The Expertise Module of Social and Urban Issues* (MEPUS) - in the North region of Montreal, and the "Senior Project – The Regional Intersectoral Approach on Police Intervention with Seniors – for the West Region". The mandate of the community relations officers responsible for "senior issues" in NPSs also led to a characterization inspired by a series of interviews with seven community relations officers spread throughout four regions.

The key characteristics of these two regional projects, which are briefly described, diverge on the approach and on certain ways of doing things. In terms of approach, the North region project positions itself more as a support service (mainly to investigators and community relations officers), integrated to a multi-problem module. As for the East region, the initiative is rather focused on a coordination concept promoting the intersystem collaboration. The two projects however converge in several goals and activities. Thus, in both cases, report analysis to optimize detection and follow-ups are valued. Both projects also prioritize social-legal follow-ups in context perspective of complementary actions to those undertaken by community relations officers in NPSs (safety net for seniors who are victims or at risk). Although not taking exactly the same form in the two regions, support to investigators is another shared goal. Both projects foster the development and the visibility of best practices by various support and coaching activities.

The characterization of the practice of the community relations officers for its part has shown that the mandates and the time devoted to senior issues greatly vary from one NPS to another. While some are focused on prevention, others further prioritize follow-ups. This variation is explained by the special characteristics of the specific needs of each territory (volume of population, proportion of seniors, presence of other priority issues, etc.), the lack of a clear description of the community relations officers' role and the differences in the number of community relations officers present in NPSs. As for detection, the community relations officers claim that it is primarily carried out by their fellow patrol officers. In addition, only half of the community relations officers met have carried out themselves the detection of mistreatment cases.

4. Basic Structure of the IPAM Model

The final section of this report provides the basic structure of the IPAM model (figure 1) resulting from the analysis of needs and practices from documentary analysis and data collections described above. On the one hand, the model structure will be based on each of

the five areas of the police intervention: prevention, detection, response to calls (front-line intervention), follow-ups, as well as investigations and court process. On the other hand, certain needs are considered to involve all these areas, and are thus grouped under four major cross-cutting strategies, namely knowledge transfer, intersystem collaboration, coordination and strategic management. Note that this summary was submitted as of February 2015 and that the team's analytical work will continue over the next few weeks.

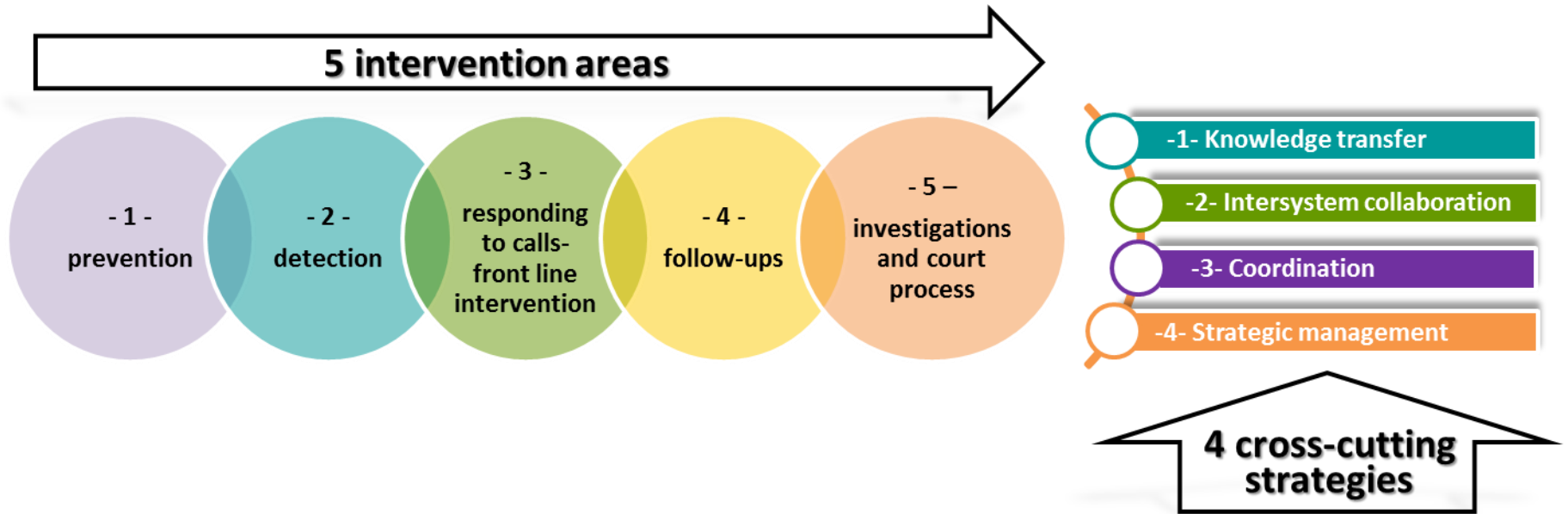


Figure 1: Basic Structure of the IPAM Model

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