

Enhancing Complaint Handling: A Digital System for Direct Administrator Access

Nicholas Gonzalez
California State University, Dominguez Hills

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Abstract

The implementation of technology has significantly improved the efficiency of administrative services across social, local, state, and federal agencies. These advancements have led to the development of systems that track data, identify resources, and streamline resolution processes. Consequently, information and communication involving humans and technology have led to individuals consistently seeking improvements in how disputes are managed and resolved. Online Dispute Resolution (ODR) has become an online method for Alternative Dispute Resolution (ADR), offering structured digital processes for handling various types of conflicts. As communication between humans and digital tools evolves, ODR has emerged as a promising method within ADR, particularly in contexts where accessibility, speed, and documentation are critical. However, the ombudsman model remains largely dependent on person-to-person interaction, often resulting in delays, limited scalability, and inconsistent outcomes. This study explores how digital systems—such as databases, artificial intelligence, and virtual assistants—could enhance the ombudsman process by increasing efficiency, improving consistency, and aligning with ethical ODR guidelines. It also considers how these technologies might support—not replace—human judgment, and how their integration could preserve fairness, transparency, and trust in resolution processes.

Keywords: digital systems, streamlined resolution, ombudsman model, artificial intelligence, alternative dispute resolution (ADR), online dispute resolution, ethical guidelines

Introduction

Purpose and Background

The purpose of this paper is to examine digital systems designed to connect the public with various levels of government, including local, state, and federal administrations. These digital systems may include tools such as AI implementation, databases, complaint lines, and virtual agents, with an emphasis on directing individuals who file grievances or complaints to these systems for follow-up. Additionally, the aim is to explore how these systems can be regulated, the ethical considerations involved, and the federal rulings that apply. Many systems have been developed to improve efficiency in the modern world, including processes for finding solutions to problems. Within alternative dispute resolution methods, such as mediation, there has been a shift toward online dispute resolution in efforts to increase efficiency. As a result, technology offers significant potential to speed up conflict resolution processes and address many issues.

Those in the field of resolving conflicts could be distinguished as public advocates, such as the ombudsman. According to Nyane (2021), the ombudsman is an independent and non-partisan office established by the legislature or constitution to supervise public administration,

who handles the public complaints concerning administrative injustice; and who has the power to investigate and criticize but has no power to change the administrative action concerned.

Focus of the Study

The focus of this paper is the state of California and the outcomes of grievances filed that have been partially or fully resolved in recent years. Specifically, the results from the 2022 California Department of Aging report. The resolution rate gave the idea of having a digital system created for the Long-Term Care ombudsman that could result in a higher resolution rate. Additionally, the possibility of how these rates could be improved with the implementation of technology to help increase the efficiency of getting resolutions.

To expand on this idea, the writer is analyzing the results of the California Department of Aging in handling complaints through Healthy Wise and Aging, a non-profit organization managing ombudsman investigations for Los Angeles and San Bernardino counties in the State of California. This research will include any additional documentation available related to the state of California and the United States. The federal Older Americans Act offers guidance and a framework for consolidating and connecting this information. It also highlights the potential standards that a digital system should adhere to. With the shift in alternative dispute resolution (ADR) toward online dispute resolution (ODR), it is relevant to consider ODR guidelines as the foundation for a theoretical digital system within an ombudsman conflict resolution model. Since they both fall under the broader category of alternative dispute resolution, an important question arises: if such a system is developed, how would it be regulated? Consequently, current research should investigate findings from California or across the United States regarding a digital system designed to enhance the ombudsman resolution model. Furthermore, digital systems demonstrate significant potential to improve conflict resolution methods for managing complaints and grievances.

Expected outcomes would be the alternatives and varieties of digital systems to make service delivery more efficient. How can these digital systems link the public directly with higher levels in the chain of command or administration? Additionally, results show that the implementation of alternative systems are more efficient. At least, having these digital systems available and their inner workings is always helpful that including how they are regulated.

If new systems are created, ODR guidelines could help navigate the regulation of these new systems. If there are results and data to compare with previous systems involved or finding out if the alternative digital system adapted helped speed up the process for the complainant. Linking ODR guidelines with a theoretical digital complaint system would sufficiently fit the criteria of making the complaint process more efficient. To reiterate, being able to compare other digital complaint systems or digital systems means making the conflict resolution process efficient through new technology. Finally, it will assist with needed legislation to create and regulate alternative systems and how they adhere to ethical standards.

Systems and Frameworks

1. Ombudsman Resolution Model in California

This model is fundamental to understanding how complaints are resolved in Long-Term Care. It explores how its principles—such as advocacy, fairness, and mediation—might be translated into a digital context. For example, what mechanisms should a digital system have to replicate face-to-face advocacy or mediation effectively?

2. Existing Digital Systems and Their Features

Looking into systems like California's 2022 Department of Aging report, it analyzes what worked well in their approach. What features of these systems led to higher resolution rates? Were there specific interfaces, processes, or feedback loops that improved user satisfaction or efficiency? These can be lessons to apply when designing the Long-Term Care system.

3. Federal Laws and Ethical Considerations

Delving into the federal framework, it examines regulations like the Older Americans Act, HIPAA (for privacy concerns), and tech-specific laws that influence how these systems are created and maintained. Additionally, ethical considerations, such as data security and equitable access, must form the backbone of your theoretical framework.

4. Online Dispute Resolution (ODR) Guidelines

The ODR guidelines are particularly exciting because they offer a clear blueprint for regulating digital systems focused on dispute resolution. The guidelines emphasize transparency, user accessibility, and efficiency. These could directly inform how the system manages complaints and ensures fairness in outcomes.

5. Benchmarks and Key Performance Indicators (KPIs)

a. Resolution Time

Tracking and analyzing the amount of time it took complaints to move through each stage of your complaints management process (e.g., frontline complaints, complaints escalated to a specific team, etc.), and how long it took to fully resolve complaints that ended at each of the same.

b. Response Time

Ensuring that you're tracking response times per complaint stage, so that you can drill down on exactly how long it's taking front-line or complaints team staff members to get in touch with customers.

c. Outcomes

Tracking and reporting on all outcomes at each stage of the process so that you can fully understand what's happening on the ground – and spot any patterns in the cause and outcomes of various complaint types.

Sources for Systems and Frameworks

1. **Grievance Process for Complaints:** Chapter 15 of the California Ombudsman Program outlines grievance processes and legal frameworks, including the Older Americans Act and California Code of Regulations. This could inform the regulatory base for your proposed digital system.
2. **California Department of Aging:** The Long-Term Care Ombudsman program provides insights into complaint resolution processes and advocacy for residents in care facilities. It also highlights the importance of linking the public with the administration.
3. **Federal Laws and Ethical Considerations:** Delving into the federal framework, it examines regulations like the Older Americans Act, HIPAA (for privacy concerns), and tech-specific laws that influence how these systems are created and maintained. Additionally, ethical considerations, such as data security and equitable access, must form the backbone of your theoretical framework.
4. **ODR Standards, Principles, & Guidelines:** Online Dispute Resolution Standards of the National Center for Technology and Dispute Resolution and the International

Council for Online Dispute Resolution (ICODR) [click for complete May '22 revised document] are based on:

<https://odr.info/standards/>

5. **How to Benchmark Your Complaint Management Performance:** Benchmarks serve as quantifiable standards that allow you to assess the effectiveness of your complaint management process. These benchmarks can span various aspects, including response times, resolution rates, customer satisfaction scores, and more. By measuring your performance against these benchmarks, you gain valuable insights into your strengths, weaknesses, and areas for improvement.

<https://hoganext.com/how-to-benchmark-your-complaint-management-performance/>

<https://www.workpro.com/blog/complaints-management-kpis-you-need-to-track>

Core Question

Could Online Dispute Resolution (ODR) guidelines serve as an effective foundation for developing a digital system to enhance resolution processes, whether within an ombudsman framework or another administrative setting?

Thesis Statement

This paper argues that the integration of digital systems, such as artificial intelligence, virtual assistants, and databases, has the potential to measure and improve the efficiency of information and communication in service delivery. By applying these systems to the ombudsman process, it will enhance and streamline operations, accelerate dispute resolution, and achieve greater efficiency.

Literature Review

Ombudsman Involvement and Presence

The ombudsman acts as a necessary external party from the administration to ensure that the grievance or problem is resolved adequately. According to the United States Ombudsman Association (USOA), the ombudsman is “an independent, impartial public official with authority and responsibility to receive, investigate or informally address complaints about government actions, and, when appropriate, make findings and recommendations, and publish reports” (USOA, 2013). USOA promotes responsibility for preserving human rights. This includes freedom to question administration-related issues. According to Glusac, “A good public administration ensures that it is at citizens' service, guaranteeing and providing them with clear, fair, efficient, and simple procedures to enjoy their rights” (2020). This happens not only in the United States but also in other countries around the world.

Lesotho has established its Ombudsman as a model, incorporating legislation into its constitution under the Ombudsman Act. According to Nyane, “The Act confirms that the Ombudsman can investigate and make recommendations about the remedial action if need be” (Nyane, 2021). The acceptance of the ombudsman has been a crucial factor in providing advocacy for those who need it after finding themselves vulnerable.

A legislative measure that guarantees protection of the elderly takes place ~~is~~ through federal protection is the Older Americans Act, passed in 1965 and signed by President Lyndon B. Johnson. The concern that comes to mind is that seniors are focused on ensuring that they are being treated properly. The recent rise of technology has led to the adoption of these new tools for efficiency. Many people in the field of ADR are now using these tools to find better solutions.

The focus is on the Ombudsman as an entity rooted in alternative dispute resolution and how its effectiveness can be enhanced through modernization and adaptability.

The ability to deliver efficient, quality services has been widely adopted across the United States. According to ADvancing States, their mission is to provide top-quality services for seniors and continually update their offerings. As they state: “Our mission is to design, improve, and sustain state systems delivering long-term services and support for older adults, people with disabilities, and their caregivers” (ADvancing States, 2025). This mission has been in place since the Administration for Community Living (ACL), the federal agency overseeing these programs, established its regulations. The ACL monitors programs across the U.S., including D.C., Puerto Rico, and Guam, all of which host Long-Term Care Ombudsman programs.

Complaints in these areas number in the hundreds of thousands, with ACL reporting:

- 202,894 complaints resolved or partially resolved (71% satisfaction rate)
- 502,484 instances of assistance provided
- 60% of nursing homes and 24% of assisted living facilities visited quarterly (ACL, 2023)

In California, data shows many unresolved conflicts despite compliance with the Older Americans Act. The California Department of Aging (CDA) reported in 2022 that its Ombudsman Program achieved:

- 253 facility surveys
- 63,872 facility visits
- 40,003 complaint investigations
- 57% resolution rate
- 21,143 calls to the statewide CRISISline (California Long-Term Ombudsman Program, 2022)

While this shows effort, it also signals a need for system-wide improvements to boost resolution rates. California’s large and decentralized structure complicates this. As ADvancing States notes, California’s ombudsman framework involves multiple layers—state employees and contracted local representatives through Area Agencies on Aging (AAAs) or non-profits—slowing down outcomes. The structure flows from the Governor through Health and Human Services, the Department of Aging, and local ombudsmen and volunteers (ADvancing States, 2025). All must stay trained and certified to remain effective. Thirty-one states follow similar models, but the data highlights ongoing challenges, particularly around abuse, medication issues, and staffing. Ongoing government-mandated training aims to address these.

In California, major counties like Los Angeles and San Bernardino are served by Wise and Healthy Aging, a non-profit ombudsman agency. The California Department of Health’s Center for Health Care Quality offers resources and reports on facility violations and enforcement actions. The L.A. County District Attorney’s Office also provides tools for seniors, including complaint histories and an abuse hotline.

To streamline access to this scattered information, a centralized artificial intelligence database could be invaluable—offering seniors and families a more methodical and efficient way to find the right care and resolve issues quickly.

Enhancing Ombudsman Accountability Through Digital Innovation

Ombudsmen fall under the realm of Alternative Dispute Resolution (ADR) as problem solvers intervening in administrative practices. They follow a code of conduct when dealing with the public, much like ADR mediators. According to the Model Standards of Conduct for Mediators, three key principles stand out: conflicts of interest, competence, and confidentiality. These ensure that resolution processes remain unbiased and independent. Building public trust through accountability mechanisms can strengthen the ombudsman's role as a trusted resource.

As Ardigo (2019) notes, effective accountability requires open communication between the government and the public:

“Accountability frameworks can help to develop standards for the type of information meant to be supplied by governments and how citizens are meant to be involved.”

Although older adults may face challenges in participating directly, their representatives can ensure their voices are heard. Introducing technology, such as artificial intelligence (AI) or centralized databases, could streamline complaint processes, helping users find resolutions more efficiently. Such systems would increase transparency and public access, potentially allowing people to resolve issues before filing formal complaints.

Ardigo suggests that digital complaint platforms can reach remote areas and offer anonymity and security for users:

“For example, digital complaint mechanisms can potentially be employed to reach communities in sparsely populated areas, and to provide anonymity and security to those wishing to report corruption... allowing local authorities direct access to complaints and faster responses” (Ardigo, 2019).

A system tailored for older adults could improve care quality and help them engage with technology, enhancing both complaint resolution and their overall quality of life. Globally, digital platforms already demonstrate success. For example, the "Fix My Street" systems in Canada, Georgia, Germany, South Korea, Greece, the Netherlands, and France let citizens report infrastructure issues directly to local governments (Ardigo, 2019).

Similarly, Bulgaria's e-municipality platform in Stara Zagora enables citizens to publicly submit complaints, questions, and recommendations, visible in real time:

“It allows citizens to file complaints and provides a platform to send questions and recommendations to city hall...” (Ardigo, 2019).

These systems empower citizens to partner with local authorities, finding solutions together rather than relying solely on administrative processes. With the right tools, the public can address even minor issues directly and effectively.

Accountability System Corrections and Improvements

1. Shortened repetitive phrases: (e.g., "implementation made for improving the resolution process" → "introducing technology").
2. Clarified sentence structure: e.g., “This ensures that the practices...are looked at in no way they are being influenced” → “These ensure that resolution processes remain unbiased and independent.”
3. Condensed Ardigo's quotes: pulled out key parts while maintaining citation.
4. Combined similar ideas: about technology and public empowerment to avoid redundancy.
5. Tightened global examples: grouped them into smoother sentences while keeping your point about international models.

Popular or Common Digital Systems

Similarly, California's advocacy for accountability is shown through federal entities and their commitment to transparency, which allows users to navigate their digital systems.

The California Department of Health's Center for Health Care Quality webpage provides various resources and offers access to reports on different health facilities throughout the state. This includes information on common violations and state enforcement actions taken to ensure quality assurance.

Another source of information is the Los Angeles County District Attorney's Office, which provides safe senior care resources and details on the quality of care for seniors. The available information includes credential verification, complaint histories, and an abuse hotline.

Website navigation also includes access to Excel spreadsheets and complaint data, as well as additional reports that illustrate how federal entities ensure transparency in their work related to senior care. Most government websites offer email addresses for submitting concerns and hotline numbers for direct assistance.

Additionally, many sites provide links to help seniors find answers to their questions through self-navigation. The user experience would be improved if these websites incorporated an automated assistant to answer common questions. Some private companies, like banks, use virtual assistants to help customers efficiently navigate their searches. However, government websites related to long-term care and elderly services tend to have complex systems, requiring users to take extra time to navigate them effectively.

Methods

Data Collection and Data Analysis

This research includes a variety of keywords to pick and choose from. These include digital systems, technology, ombudsman, artificial intelligence, alternative dispute resolution, online dispute resolution, information, and communication.

The research was conducted using the California State University, Dominguez Hills database system, along with other governmental websites related to senior assisted programs focused on ombudsman services and skilled nursing facility placement. Relevant databases included JSTOR, LegalTrac, SAGE, and HeinOnline. Additionally, state of California government sites were consulted, such as the Administration for Community Living, the California Department of Health, the California Department of Aging, and the California State Attorney's Office.

The initial research primarily focused on peer-reviewed articles, which are included in the study. However, some sources were not directly cited but were used as a foundation for potential follow-up research. Other materials reviewed include newsletters, data reports, brochures, journal entries, and websites.

The inclusion of any data related to the Long-Term Care ombudsman was intended to give the reader insight into the potential for change with the adoption of a digital system in the resolution process. This information serves to explore what is possible for the ombudsman within the ADR landscape, emphasizing the shift toward ADR using ODR to make the resolution process more efficient. Additionally, digital systems designed to resolve conflicts were examined.

Finally, any federal regulations ensuring this shift is legally viable were reviewed, including potential provisions as technology becomes more integrated into this process.

Mixed Methods Approach

This research incorporates a mixture of qualitative and quantitative methods, utilizing data from various sources, including government websites, reports, journal articles, newsletters, and brochures. Additionally, it draws upon other relevant information from these same sources.

The data was accessed through database systems available in the California State University, Dominguez Hills (CSUDH) library database as well as Google's search engine, specifically to locate government-related content within the state of California. If additional research methods are identified, they will be incorporated into the study.

Discussion

Core Question

The succeeding key question was introduced earlier in this paper:

Could Online Dispute Resolution (ODR) guidelines serve as an effective foundation for developing a digital system to enhance resolution processes within an ombudsman framework or another administrative setting?

All individuals have access to information that could be useful in establishing an ODR/ADR technological database system. To clarify which provisions should be included in this conflict resolution system, the federal entities involved in its creation must be considered. Regulation would have to be under the guidance of the Older Americans Act while being influenced by the guidelines of ODR.

The provisions would empower experts in technology, ADR, and long-term care to revolutionize the way solutions are developed for the elderly. If these experts are willing to adapt and possess the necessary knowledge, they can better serve this population. The ombudsman would have these tools at their disposal to find solutions efficiently. In addition, they could potentially enhance their access to information and communication when engaging with this population, resulting in faster resolutions. These principles are meant to ensure: "accessibility, accountability, competency, confidentiality, empowerment, equality, fairness, honesty, impartiality, informed participation, innovation, integration, legal obligation, neutrality, protection from harm, security, and transparency" (Wing, 2016). The elderly population may initially be reluctant to change, but given that these efforts aim to improve the quality of resolutions, they may gradually embrace the new system.

Gaps in Literature

The literature does not provide finalized or properly updated data on current resolution rates for these implemented digital systems. Many of the websites and literature used have limitations regarding the data provided. As a result, the information presented is the only data available at this time and the only data that could be obtained. Although updates to this study may occur due to the ongoing practical use of these systems, that information would have to be gathered in a future study. In addition, the role of the state ombudsman could evolve with new diplomatic leadership and legislation introduced for these programs. There is a wealth of information that could be found within these websites, and this study has merely touched the surface of it.

Limitations of the Study

1. Time constraints

Unfortunately, the circumstances of this study have resulted in missing information due to time constraints. Additional information could have been obtained through direct contact with a representative of any of these federal agencies. Furthermore, relevant documentation or data could have been acquired through this interaction.

Additional insights could have been gathered by navigating federal websites and reviewing publicly available information. Finally, the possibility of new or amended legislation related to this topic emerging during the course of this study may have impacted the findings.

All information presented reflects what was obtainable and disseminated within the timeframe of this study.

2. No current or updated information

Consequently, the information gathered is the most recent available but still requires updates. Some of the reports and literature referenced predate 2025, except for current information from ADvancing States. Therefore, while the information provided is valuable, it could be further supplemented by updates from these sources—particularly federal agencies that periodically revise their publicly available data and reports.

As technology continues to advance, information must evolve as well. With artificial intelligence progressing rapidly, there is potential for these tools to facilitate data collection and reporting. Unfortunately, this study will conclude before updated information is released or before such technological advancements can be integrated into the research.

ODR: The Foundation of the Digital Ombudsman System

Transitioning to how a digital ombudsman system would interact with the public requires an open-access framework where older citizens or their representatives can gather information related to their complaint. This would include various solutions, informational resources, and follow-ups.

To ensure compliance with its code of conduct and guidelines, it is essential to examine the transition from in-person alternative dispute resolution (ADR) to online dispute resolution (ODR). ODR provides a method for ADR to remain effective and efficient for individuals who cannot participate in person.

Professionals in the ADR field have had to adapt to this shift to continue facilitating conflict resolution. According to Abbot and Elliot, the integration of ADR and technology has led to the development of AI-powered ADR tools designed to assist—or even automate—alternative dispute resolution processes (Abbot and Elliot, 2023).

The reliability of these tools depends on ADR professionals using them appropriately, while ensuring adherence to ADR guidelines and codes of conduct. As a result, the ODR process must still comply with ADR standards. According to Abbot and Elliot, these include fairness, transparency, due process, and accountability, as well as existing ADR rules governing confidentiality, independence, neutrality, and impartiality, all of which equally apply to ODR (Abbot and Elliot, 2023). ODR systems can be effectively measured and regulated through technological advancements used by all parties involved.

The National Center for State Courts and the American Bar Association identify several key functions of ODR systems:

- Employs data security technologies and practices that meet industry standards for information technology.

- Discloses whether it complies with relevant governmental and non-governmental guidelines regarding AI transparency and fairness.
- Includes metrics for assessing system performance, including the accuracy of those metrics.
- Undergoes regular audits to ensure compliance and evaluate whether the system is meeting its intended goals.
- Provides confidentiality and privacy protections equivalent to those of offline dispute resolution.
- Does not create a systemic advantage for any user (Abbot and Elliot, 2023).

Regulation of ODR systems would fall under the guidelines of the Older Americans Act while incorporating ODR standards. Similarly, according to Abbot and Elliot, the European Commission enforces system classification and product liability laws to regulate digital AI technologies. The European Artificial Intelligence Act ensures the fairness of AI-driven systems used in the public sphere by establishing government oversight.

Specifically, ethical standards help ensure that these AI tools function appropriately for those engaging with them. According to Wing, ethical principles must be upheld in ODR to preserve ADR's core values while striking a fair balance between efficiency and problem-solving. These principles—accessibility, accountability, competence, confidentiality, fairness, and transparency, among others—form the ethical foundation for ODR systems (Wing, 2016).

Federal regulations would enhance accountability by ensuring that these systems function as tools that support the conflict resolution process rather than replace it entirely. These regulations would align with ensuring fair and balanced use of these digital systems.

Conclusion

In conclusion, this study addresses the main premise of how the implementation of digital systems, such as artificial intelligence, virtual assistants, and databases, can enhance efficiency and communication in delivering results. Specifically, when applied to the ombudsman process, these technologies will improve dispute resolution efficiency and provide measurable outcomes. Various digital systems developed worldwide aim to increase the effectiveness of information exchange and communication between the public and social institutions.

Using technology as a tool should not replace but rather enhance interpersonal conflict resolution. This shift has been demonstrated through ADR transitioning into ODR, integrating digital solutions into the dispute resolution process. Additionally, other digital systems allow direct communication between the public and local governments, enabling the submission of local concerns.

However, the ethical and legislative challenges of these evolving technologies remain an issue as advancements continue. One concern is the over-reliance on AI-driven systems, which may reduce direct, interpersonal communication in dispute resolution. To ensure a balanced approach to efficiency and accessibility, there should be a mixture of traditional interpersonal communication and digital systems, allowing for a smooth transition in ombudsman conflict resolution practices.

Recommendations

There have been times when navigating a website, the sheer volume of information becomes overwhelming. It may be more convenient to contact someone directly. Sometimes,

some websites include digital systems, but these systems are often limited to the databases they are linked to. If the process is time-consuming and requires significant effort, it would be even more challenging for someone who lacks prior knowledge of it. Many seniors lack that knowledge or the patience to navigate these systems. The lack of accountability becomes an issue when there are no tangible results despite the effort put into seeking solutions through social institutions.

Therefore, the digital systems discussed have established a method of information and communication between the public and government, including faster solutions for direct contact. However, accountability in ensuring follow-through remains a concern for individuals using these systems to communicate their issues to institutions about their concerns.

Practical Applications and Policy Implications

Additionally, there should be a method to ensure these systems remain balanced in terms of their power and ability to establish stable communication. This applies to every stage, from filing complaints and navigating the referral process to completing resolutions. The factors that influence these principles would be determined by the availability of these systems to the public.

The best practice of follow-ups should be integrated into these systems to allow the public to track the progress of their complaints. Ombudsman Long-Term Care programs should provide digital access to reports, data, rights, practices, mission, goals, and other relevant information for public viewing. These programs should operate in accordance with the Older Americans Act, ensuring they serve the elderly in their representation within Long-Term Care.

California Long-Term Care Ombudsman programs require ombudsmen to undergo regular training to become familiar with the rights of the older population. Under the Older Americans Act and the Ombudsman programs, this training remains consistent and is regularly updated to provide seniors with accessible information.

Any implementation of new systems designed to manage complaints or grievances should be made known to the public to uphold ethical principles of transparency and accountability.

Future Research and Directions

Ethical principles and the practical application of allowing these systems to be used by a target population would serve as a measure of accessibility and the ability to utilize them effectively. Similarly, the guidelines of Online Dispute Resolution (ODR) should provide a template for the practices of Long-Term Care Ombudsmen. Since these ODR guidelines facilitate the use of technology in conflict resolution, the main concern lies in ensuring individuals can effectively use these systems once they are implemented.

The adoption of ODR guidelines would serve as a model for this transition, as it aligns with the broader scope of Alternative Dispute Resolution (ADR) shifting into the online space. With the implementation of these technologies, there would be a need to revise regulations under federal protection. If there is federal backing for such regulations, ongoing training and adaptation by the ombudsman would be crucial in ensuring the system provides the public with confidence that it is designed to deliver faster results.

Finally, a comparison would need to be made between the resolution rates of complaints from individuals who used these digital systems versus those who did not, along with an analysis of the previous year's data compared to the current year.

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