

APPLIED SERVICE BLUEPRINT IN A CLINIC AND A DRIVING SCHOOL IN
JEDDAH

By

Raneem Saleh

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Name of thesis advisor: Dr. Hasan Balfaqih

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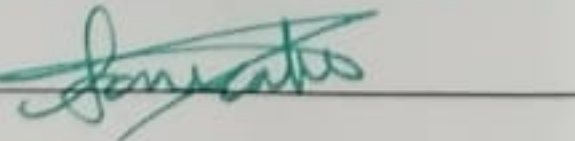


Department Chair Signature:

1/17/24

Dr. Sarah Y. Dscalow

X



College of Business Dean Signature:

1/17/24

X



Abstract

This dissertation investigates the application of the service blueprint approach in clinics and driving schools in Jeddah, with a focus on improving safety standards and service quality. By exploring the potential benefits, challenges, and implications of the applied blueprint methodology, the research aims to contribute insights for optimizing both clinical procedures and driver education programs. The concept of blueprint and how to put it into practice in a real-life case study in Jeddah, Saudi Arabia. The study reveals significant findings from case studies conducted at X Clinic and a prominent driving school in Jeddah, shedding light on the experiences of patients and learners. In the concluding, which also included some useful recommendations based on the results and analysis chapter. These will help Jeddah Driving School improve its business development strategies and service quality procedures moreover the clinics The observations and recommendations provided aim to enhance the overall service delivery process in these essential domains.

Keywords: Service, blueprint, driving school, clinic, Health care, Saudi Arabia

1. Introduction

Assuring the highest standards of safety and quality is crucial in today's fast-paced world, where healthcare and transportation play crucial roles in our everyday lives. Taking this into consideration, the idea of an applied blueprint has become a useful foundation for improving a number of areas, such as clinical procedures and driver education. This dissertation aims to delve into the application of the blueprint approach in driving schools and clinics, exploring its potential benefits, challenges, and implications. The use of an applied blueprint has great potential in the field of driver instruction. Dedicated training programs are designed to equip aspiring drivers with the knowledge and abilities needed for safe and responsible driving. Driving schools can create complete curriculum that prioritize important topics including traffic laws, danger perception, defensive driving tactics, and situational awareness by implementing a blueprint approach (Bai et al., 2020). Driving schools must ensure that students receive a well-rounded education by using the blueprint methodology to help them set defined objectives, specify quantifiable outcomes, and design disciplined teaching methodologies. According to the Saudi 2030 vision that introduced in April 2016 by the Saudi government which stated to adopt further measurement plans to “ensure traffic safety, reduce traffic accidents and minimize their tragic consequences” (Saudi vision 2030, 2016). Similarly, clinics stand to gain a great deal from implementing an applicable plan. Healthcare professionals work hard to offer patients with high-quality treatment, follow evidence-based guidelines, and optimize workflow for effective patient management. Clinics can improve patient safety and happiness, standardize workflows, and allocate resources more efficiently by putting an applied blueprint into practice (Barton et al., 2019). With this method, medical practitioners may

create treatment plans that work, create strong channels of communication, and continuously assess and modify their methods in light of new findings and industry best practices. While using a blueprint method in driving clinics and schools has many potential advantages, there are several issues that need to be resolved. These could include the need for continual evaluation and improvement, resource constraints, and opposition to change. This dissertation seeks to offer important insights into the real-world use of the applied blueprint in the context of driver education and clinical practices by recognizing these obstacles and proposing solutions.

2. Literature Review

2.1 Applied Service Blueprint

Definition

A service blueprint is essentially an extension of a customer journey map. While a customer journey map outlines all the interactions between a customer and an organization throughout their relationship, a service blueprint delves deeper into both physical and digital interactions that support those customer interactions, providing more detailed information. Typically represented in a diagram with swim lanes assigned to specific categories, the interactions between lanes are linked with arrows to show the flow of work.

Benefits

Service blueprints serve various purposes, but they are commonly used for the following:

1. Improving a service: By thoroughly understanding the existing service, pain points can be identified and addressed or minimized.
2. Designing a new service: Creating a blueprint for a new service enables the development of service prototypes and testing before its official launch.
3. Understanding a service: Over time, certain services may become so ingrained in a company's culture that they are no longer fully comprehended. Blueprints can uncover silos and areas of obscurity in existing processes.
4. Understanding the actors in a service: When multiple actors, such as customers, suppliers, consultants, employees, and teams, are involved, a blueprint can help manage the complexity of the situation.
5. Transitioning a high-touch service to a low-touch service or vice versa: When expanding or narrowing the audience for a service, careful consideration is necessary. A blueprint can guide this process.

2.2 Advantages of Service Blue Printing for an Organization

Service blueprinting, a design tool, is commonly used to improve communication of service processes to customers. This technique involves mapping out all the activities carried out by both the service provider and the customer in order to deliver a service. By creating a visual representation of the service process from the customer's perspective, the

blueprint highlights the steps involved, the points of contact, and any physical evidence that exists.

One of the interesting studies in the field of medical clinics as Electronic Community Case Management (eCCM) service is relatively new, the blueprint presented is at a high level. It does not delve deeply into the assessment details but includes recording information related to danger signs, cough/breathing, diarrhea, fever, ears, malnutrition and anemia, immunization status, and feeding when required. Using the eCCM app on a smartphone, Community Health Workers (CHWs) are responsible for conducting the initial patient assessment, which is depicted as "Customer Actions" in the blueprint (steps 1-5). In the paper-based version, CHWs would need to follow complex algorithms, which often resulted in incorrect outcomes. However, by digitizing the process, the algorithm(s) for classifying and treating patients can be performed electronically.

This is made possible by incorporating an electronic Clinical Decision Support System (eCDSS), which provides CHWs with recommended steps for diagnosing and treating patients based on their responses to specific questions. These questions align with the WHO and UNICEF CCM guidelines. By reducing the complexity of manually following algorithms and decreasing the time required to work through paper protocols, adherence to clinical guidelines is likely to improve. Ultimately, this improves CHWs' performance and enhances the quality of healthcare services provided to children at the point of care.

2.3 Service Blueprint Effectiveness

When a service blueprint (SB) is designed, it should adhere to the principles of the criterion of economy and the criterion of symmetry. These principles dictate that the blueprint must

prioritize optimal service delivery procedures in terms of time and cost, and organize tasks according to their importance and necessary resources. Additionally, an effective SB process should provide both standardization and flexibility to the service delivery process. Standardization ensures efficiency, while flexibility ensures high levels of service quality by accommodating individual customer needs. (Gwinner et al., 2005). The SB process should aim to strike a balance between these two benefits and result in a blueprint that is standardized yet flexible enough to meet customers' needs. This is important because deviations from the blueprint can negatively impact efficiency, and failure to adjust to individual customer needs can negatively impact service quality. Overall, the effectiveness of an SB process is judged by the added value it brings to service delivery procedures, which is the combination of additional standardization alongside additional flexibility (Kelly, 1993).

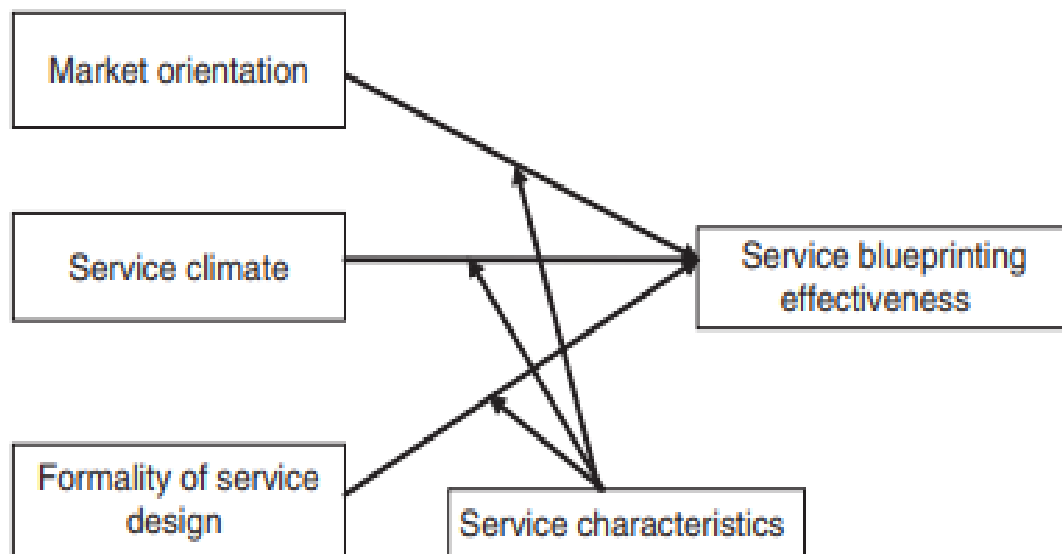


Figure2.1 Service blueprinting effectiveness (Kelly, 1993)

Example: Car Parking

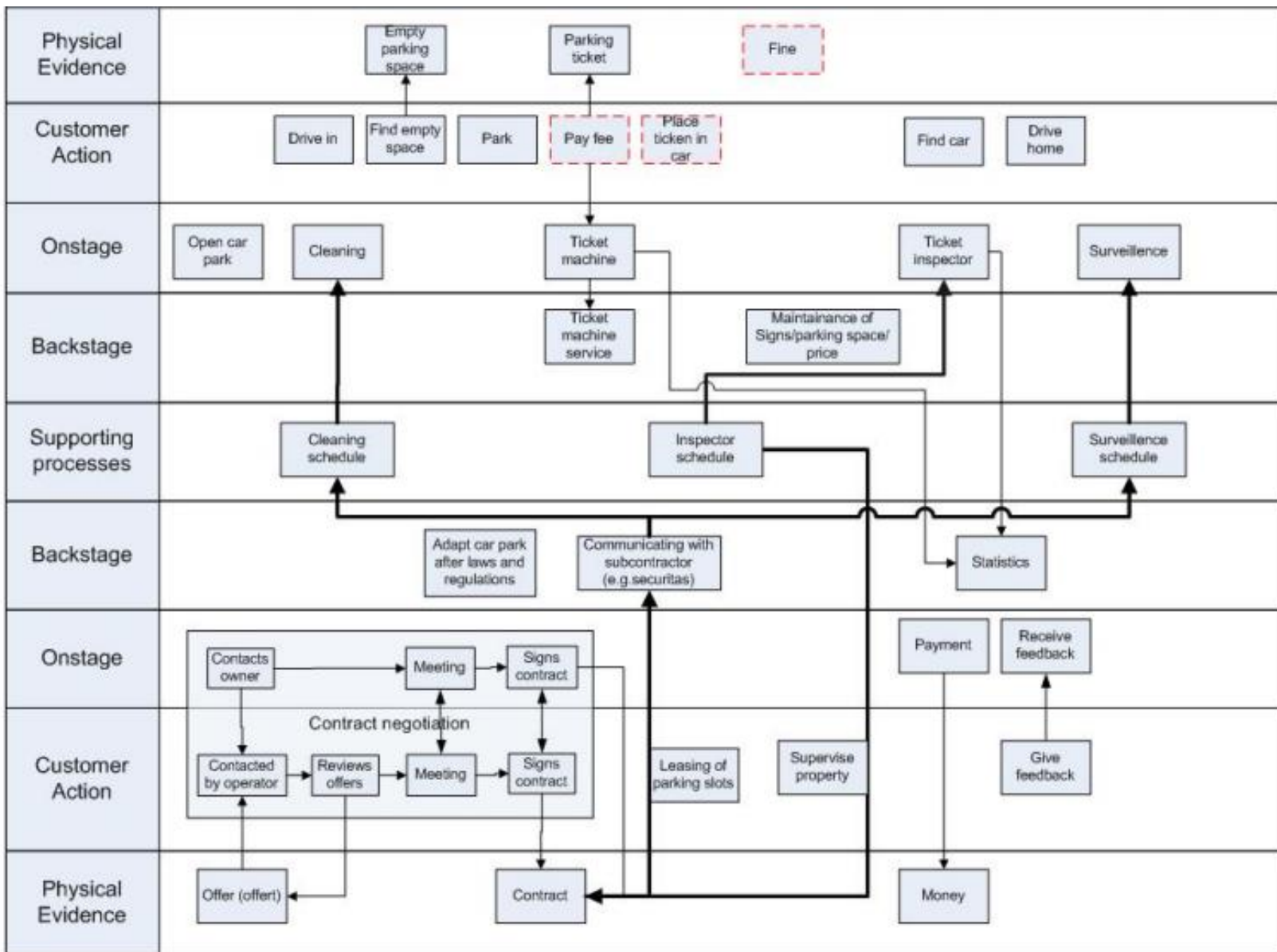


Figure 2.2 shows the multiple front-ends perspective.

The customer actions are depicted at the top row of the blueprint. Below that, the operator's onstage and backstage actions are illustrated. In this particular service, the operator serves the motorist while also maintaining a business-to-business relationship with the owner. This relationship is represented at the bottom of the blueprint, serving as a front end for the

business partnership. Since the car park operator initiated the research, it was deemed important to differentiate their role from that of the owner in relation to the customer. The specific responsibilities and distribution of tasks, such as cleaning and surveillance, can vary greatly between cases and depend on the contractual agreement between the operator and owner. The blueprint allows for the demonstration of how both the operator's and owner's actions directly impact the experience of the motorist. These actions are highlighted with bold lines in the above blueprint. However, using a blueprint in this manner presents challenges, as the timelines and sequences differ for each relationship. It would therefore be beneficial to have the option to switch between these timelines. Additionally, it is important to note that this blueprint does not provide a solution for showcasing actions performed by multiple actors.

3. Methodology

3.1 Qualitative approach

Qualitative assessments can be used to gather community perspectives on the comprehensive blueprint implemented by a clinic, since this is a qualitative study, the work assessed here provide in-depth analysis interviews observation, and experiences with workers at Jeddah clinic as well as a driving school in order to build a case study that clarify the situation. Qualitative approach is inductive, with the researcher often exploring meanings and insights in a particular situation. Furthermore, according to (MOHAJAN, H. K., 2018), inductive qualitative research entails the researcher exploring the meanings and

insights in a specific context. It is used to look at people's actions, thoughts, feelings, and experiences.

3.2 Service Blueprint

A blueprint is a representation of a plan or model. The blueprint perspective allows you to see all of the elements needed to put your business together before you start. One of the most difficult aspects of becoming an entrepreneur is having the confidence to make decisions regarding strategy and direction. Service blueprint is a diagram that depicts the full-service delivery process by detailing all of the activities that occur at each stage and are performed by the various roles involved. Moreover, blueprint particularly represents the numerous components, interactions, and touchpoints involved in the delivery of a service in the context of service management. Throughout the service process, it depicts the steps, actions, and linkages between consumers, employees, and other stakeholders. This comprises both visible frontstage operations that clients encounter and backstage activities that support service delivery. Blueprint is considered as representation of every stage and sequence in the service delivery process, presented in two dimensions, is called a blueprint (Kostopoulos et al., 2012). It is comprised of two dimensions: the horizontal axis represents 16 the events between the service consumer and service provider, and the vertical axis which represents several areas of operations.

3.3 Components of Service Blueprint

Blueprint model can be created according the five typical components. Figure 3.1 shows:

- Physical Evidence

- Customer Actions / Line of interaction
- Onstage Contact Person / Line of Visibility
- Backstage Contact Person/ Line of interaction
- Support Processes

Blueprint	
Physical Evidence	
Customer Action	Line of Interaction
Onstage	Line of Visibility
Backstage	Line of Internal Interaction
Support Processes	

Figure3.1 Model of blueprint as suggested by Bitner, Ostrom & Morgan (2008).

- 1- Physical Evidence refers to what clients will see and feel, as well as everything physical and tangible that adds to the service.

- 2- Customer Actions / Line of interaction: The client process flow that guides the blueprint from start to finish of the service experience.
- 3- Onstage Contact Person / Line of Visibility: All acts that are visible to the client, which can be human-to-human or human-to-computer. Human-to-human interactions are carried out by the contact team member. Human-to-computer interactions occur when a customer interacts directly with self-service technology. These actions encompass every interaction the customer has with the service.
- 4- Backstage Contact Person/ Line of interaction: All activities are carried out behind the scenes to support the acts on the stage. The customer is not aware of these operations. Marketing personnel who create commercials, and so on are examples of actions.
- 5- Support Processes: These are actions that are not performed by the contact employee yet are required for the stage. These actions can be automated or performed by other staff. Payment verification consider as example of Support Processes.

3.4 Benefits of service blueprint:

Service blueprinting is a useful approach that assists firms in visualizing and comprehending the customer service journey, identifying areas for improvement, and improving the entire customer experience. In addition to its customer-centric benefits,

service blueprinting has a number of managerial applications and advantages. Blueprints present a clear and thorough visual portrayal of service delivery by sketching out the steps, interactions, and touchpoints involved. This graphic helps stakeholders understand the service path from both the customer and supplier viewpoints, allowing team members to communicate and work more effectively. Service blueprints also allow for the identification of pain spots and possibilities for improvement. By reviewing each step in the service process, organizations can identify bottlenecks, inefficiencies, or gaps in service delivery.

3.5 Managerial Uses of blueprint:

1 -It ensures that every activity on stage, backstage, and support action is carried out on a consistent basis. Time-and-motion studies and quality improvement cycles can help with standardization.

2 - It is used during the design stage of service development to break a service into logical components such as client contacts, customer satisfaction, physical proof, and so on.

3 – It determines extra service stages that may be appealing to certain consumer groups.

4. Case study

4.1 Medical Clinic

Clinics are medical establishments that offer medical services to people on an outpatient basis. These facilities serve an important role in providing primary and specialty healthcare

services, as well as functioning as points of access for people seeking medical care. Clinics are staffed by healthcare professionals that diagnose and treat a wide range of medical ailments, including physicians, nurses, and other allied healthcare providers. They provide an important role in providing primary healthcare, encouraging preventative care, assuring continuity of care, and addressing local community healthcare needs. Clinics are important because of their ability to deliver prompt, comprehensive, and patient-centered care, resulting in improved health outcomes and general well-being. In addition, Healthcare Services at an Affordable Price, people frequently look for low-cost healthcare services. Some people cannot afford multi-specialty hospital care. As a result, medical clinics are available to provide primary care at an affordable cost. In addition, The rise of healthcare mobile applications have become an essential component of the healthcare industry, transforming how patients get medical services and manage their health.

Observation: The research method used in this study was a case study approach with qualitative nature. Data were collected by observation. To comprehend the entire process, all processes are observed. From the entrance to the exit, these processes are depicted in the service blueprint for X Clinic located in Jeddah.

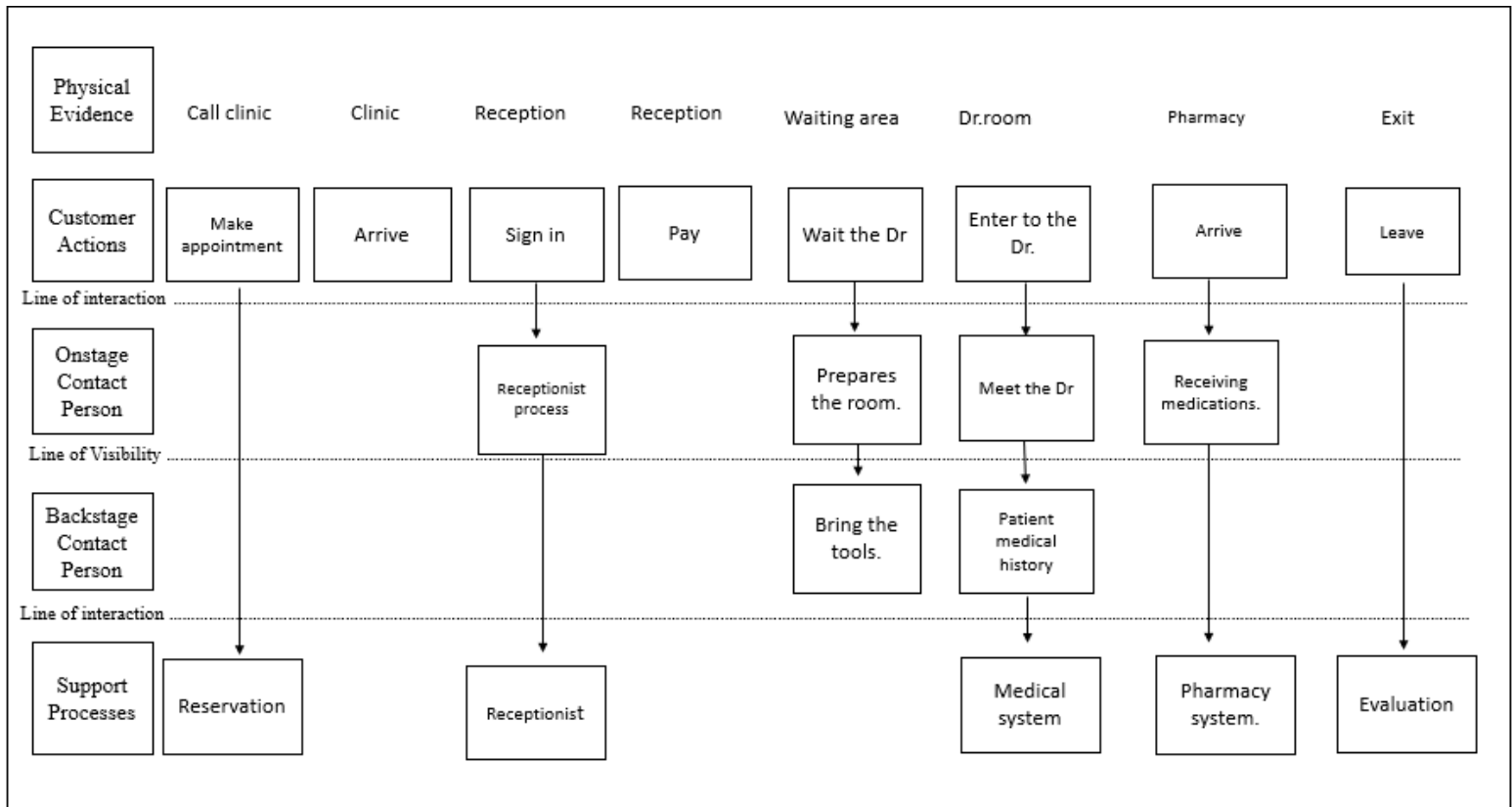


Figure 4.1 shows service blueprint of X Clinic.

Figure 4.1 represents how the procedures begin and end, with all specifics. Below is the details of each components of Service Blueprint.

1- **Physical Evidence:** represent the steps of the visitor takes.

- The customer call clinic before arrives.
- Then go to clinic.
- Go to the reception.
- Wait in the waiting area.
- Go to Dr. room
- Go to Pharmacy.

- Lastly Exit the clinic.

2- **Customer actions:** represent the visitor from beginning to end of the service experience

- After calling the clinic will make an appointment.
- Arrive to the clinic.
- At the reception you will sign in.
- After sign in you will pay.
- Moving to the waiting area and wait the Dr.
- Enter to the Dr.
- Arrive to the Pharmacy.
- Leave the clinic.

- Line of interaction: The point between the Customer Actions and Onstage Contact Person shows the points of customer-facing activity

3- **Onstage Contact Person:** represent full view of the customer and face-to-face engagement.

- The employee will perform the receptionist process.
- While you waiting, they prepare the room for patient.
- Meet the Dr.
- After arrive to the Pharmacy, receiving medications.

- Line of Visibility: the line that separates all customer-visible service actions from those that are not visible.

- 4- **Backstage Contact Person:** all actions performed by employees that are not visible to the customers.
 - While the customer waiting, they bring tools to the room.
 - The Dr open the patient medical history.

- Line of internal interaction: this line distinguishes the actions of staff and visitors from those of other service support activities and people.

- 5- **Support Processes:** Everything that visitors encounter and that can influence their assessments of the quality
 - Reservation
 - Receptionist
 - Medical system
 - Pharmacy system
 - Evaluating for the quality of services help them to improve their services.

X Clinic is at the forefront of transforming healthcare in Jeddah, Saudi Arabia. X Clinic provide, general medicine, pediatrics, internal medicine, dermatology, and orthopedics are all available at the X Clinic in Jeddah, with a commitment to providing exceptional medical services, including their website, to enhance patient experiences, streamline processes. The

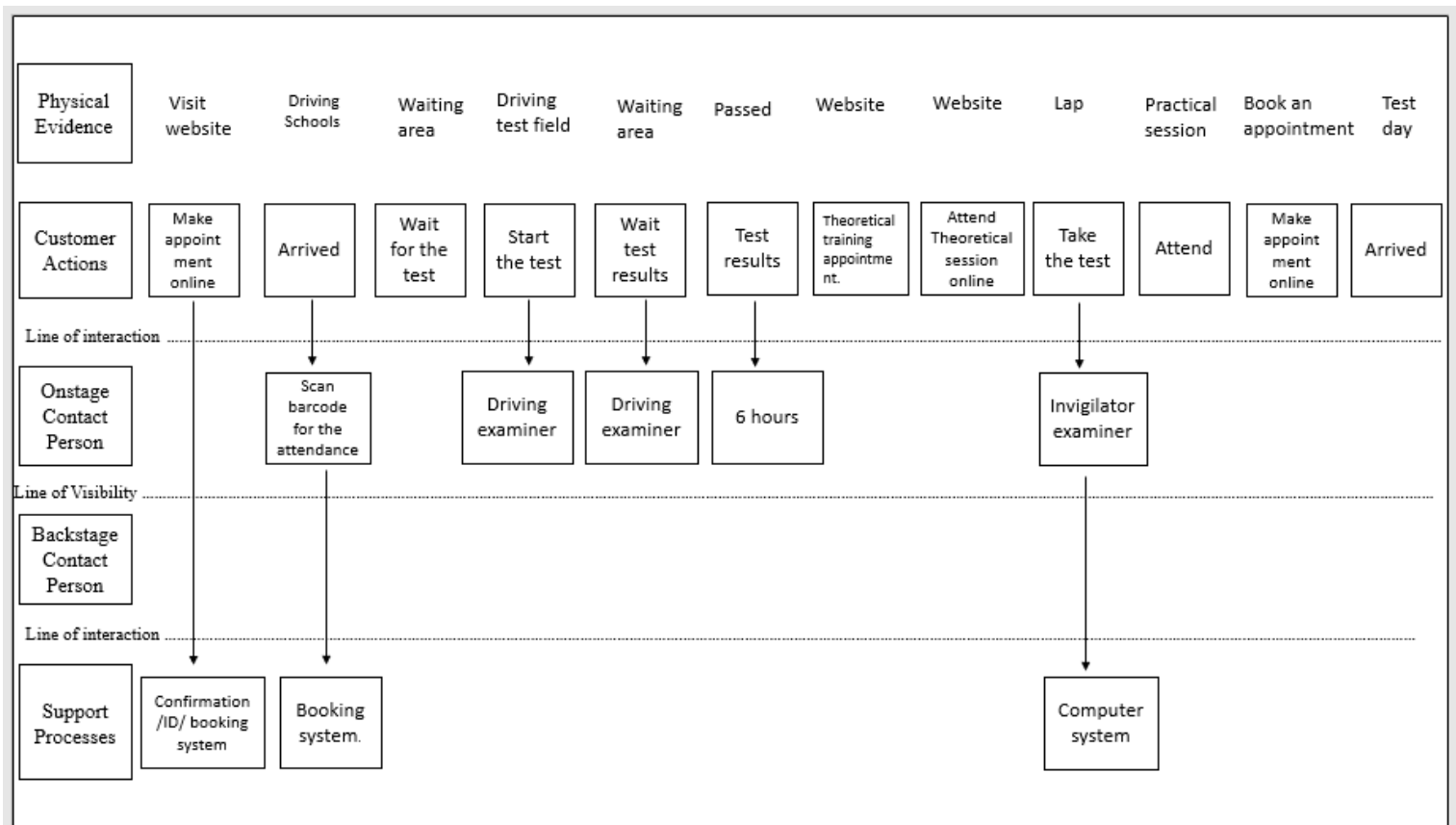
website by X Clinic aims to improve the overall patient experience by providing convenient and fast access to healthcare services. The website by X Clinic aims to improve the overall patient experience by providing convenient and fast access to healthcare services. The website supposed Patients can use the website to schedule appointments, receive reminders, check their medical records, and communicate with healthcare professionals. These features should reduce wait times, increase accessibility, and enable patients to play an active role in their healthcare journey. While some clinics might operate without appointments X Clinic doesn't presently have an appointment system in place, patients frequently have to wait a long time.

4.2 Driving school

Driving requires responsibility, and learning to drive is not a simple feat Driving is not only about the individual but also about the safety of others on the road as well. Therefore, it's critical to select a driving school that teaches students how to operate a vehicle with ease. Driving schools provide a range of services with the goal of giving students the abilities and information they need to drive safely and responsibly. The course material usually consists of theoretical classroom lectures, hands-on driving instruction, and assessments to gauge the students' comprehension and ability. Moreover, driving schools in Jeddah offer theoretical and practical lessons, providing students with a solid foundation in traffic laws, road signs, and defensive driving techniques. Practical lessons, including steering, accelerating, breaking, changing lanes, parking, and maneuvering

through traffic situations, are conducted using a fleet of vehicles equipped with dual controls. Driving schools in Jeddah help students get ready for the final license exam administered by the Saudi traffic authority by providing instruction on both theoretical and practical exams. Minimum age, residency status, and documentation completion are prerequisites for enrollment. The length of training varies based on the desired driving license and learning process period.

Observation: Every procedure is watched in order to comprehend the entire process. The driving school in Jeddah service layout, which shows these procedures from the entrance to the exit, helps to visualize them.



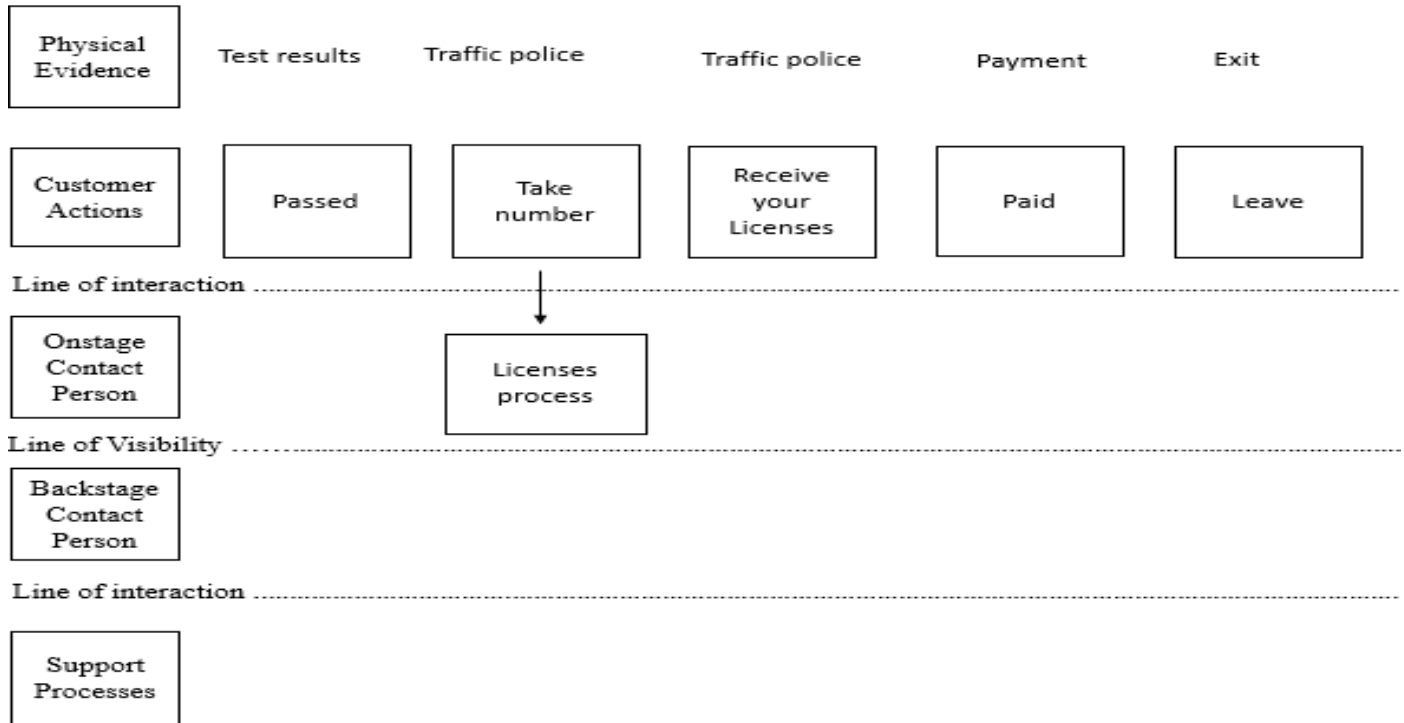


Figure 4.2 shows Service blueprint of Driving school in Jeddah

The Figure 4.2 represents the whole procedures from the beginning until the end with all specifics.

Below will be explain and represent the details of each Components of Service Blueprint.

1-Physical Evidence: represent the steps of the visitor takes.

- Start by Visit the website
- Go to the Driving school
- Waiting area
- Driving test field
- Waiting area

- Passed
- Website
- Website
- Lap
- Practical session
- Book an appointment
- Test day
- Test results
- Traffic police
- Traffic police
- Payment
- Exit

2-Customer Actions: shows the visitor's steps during the experience.

- Make appointment online
- Arrived to Driving school
- Waiting the test
- Start the test
- Wait for the results
- Results of the test passed
- Visit the website for Theoretical training appointment
- Attend Theoretical training session online

- Take the test in the lap
- Attend the Practical session
- Make an appointment for the test
- Arrived to take the test
- Passed the test
- Take number in Traffic police
- Finally Receive your Driving Licenses from Traffic police
- Paid for the Licenses
- Leave the driving school

3- Onstage Contact Person: represent full view of the customer and face-to-face engagement.

- Scan barcode for the attendance when you arrive
- Driving examiner when the test start
- Driving examiner while waiting the result
- The results 6 hours
- Invigilator examiner while taking the test
- Licenses process

4- Backstage Contact Person: all actions performed by employees that are not visible to the customers.

5- Support Processes: Everything that visitors encounter and that can influence their assessments of the quality.

- Confirmation /ID/ booking system.
- Booking system.
- Computer system.

Jeddah driving schools provide a strong emphasis on the value of responsible driving and road safety. Types of Driving Schools there are numerous driving schools in Jeddah that may accommodate a range of requirements and tastes. While some institutions only teach novices, others provide specialist instruction for drivers of particular car models, including motorcycles or large trucks. For those who wish to improve their driving abilities, there are also schools that provide advanced driver improvement courses. Moreover training Duration depending on the institution and the student's level of competency, training programs can have varying lengths. The training duration typically lasts a few weeks to a few months. Students can select from a variety of packages with differing durations of training offered by schools, according to their needs and availability.

5. Findings and discussion:

Both case studies describe that consumers must go through whenever they visit to a new location and describe their experience through those procedures. Starting with the first case study which is X Clinic although the original blueprint assisted us in organizing and

analyzing the data we had collected, some issues persisted. As I mention before X Clinic still do not have an appointment system in place, patients frequently have to wait a long time, as a low-quality and clinic does not have appointments for the patient, medical professionals might not have as much time to dedicate to patient and education. Important details like providing treatment plans, addressing patient concerns, and explaining medical may be ignored in a hurry to see patients and manage large patient numbers. Patients may become less knowledgeable, compliant, and involved in their own care as a result of this. Based on my observations and experiences at the X Clinic, I have concluded that they do not take appointments. When you call the clinic, they provide you with the doctors' appointment schedules; for example, if a doctor come at 1:00, she will tell you to arrive at 12:30, at which point you will be the first number to proceed. Despite having a website, they do not take appointments. Attempts to schedule an appointment are unsuccessful, and even if you contact the clinic, they inform you that there are no appointments available; in the call they tell you sometimes with up to five patients ahead of you. Starting with the issues that discovered

1-Waiting Times: long wait times can make patients less likely to follow-up appointments and treatment plans, which can result in poor care, a delayed diagnosis, and worse patient outcomes.

2- Patients Satisfaction: Patients who experience lengthy wait periods may get irritated and unsatisfied, which might harm their opinions of the clinic and its offerings. This may lead to a drop in customer loyalty and even loss of business.

3- Difficulty in Managing Emergencies: Setting priorities for urgent or emergency cases is difficult when there are no appointments. Patients in need of urgent care might have to wait longer or face competition for the next available session. For those who have medical disorders that require prompt attention, this wait may have major consequences.

Driving School Case Study: It is evident that a trainee driver's decision over which driving school to attend is influenced by the quality of the driving school. It is challenging for a consumer to determine which driving school is the best in the majority of countries. In 2012, there were over 7750 driving schools registered in the Netherlands. To become a registered instructor, a driving instructor must hold a license and have completed a rigorous training program. An average of forty lessons—one hour per lesson—in a learner car on public roads are necessary in order to apply for your driving test. When a student driver drives well enough to have a reasonable probability of passing the test is decided by the instructor. Year after year, however, the average pass for the driver test (first time) is 50% (Cs-Drivingsimulator, 2018). Driving schools consider are costly because they give a learning permit and other necessities for drivers. Students work jobs and study at the same time, so getting to work or the university on time is essential. This is the main reason that people go for the personal vehicle to save their time and money. As you can see, driving school is an excessively drawn-out procedure, with each step building on the previous one with each and requiring a certain level of proficiency. My research revealed that while it is challenging to streamline the process but Driving school helps in recognizing and breaking bad habits. Because mistakes are inevitable in life and part of the learning process. Accident and mishap probabilities were reduced by newly developed technologies and

improved road design. However, street-based vehicles are the main source of accidents. People tend to be careless when driving; they frequently use cell phones, accelerate on hazardous roads, and drive while intoxicated. However, you can shield yourself from the risks if you drive well and have experience with it (Sal, 2022). Moreover, driving schools stand to gain a great deal from utilizing a car simulator to give their students more practice and task automation. Because of the simulator curriculum's promotion of task automation and extensive practice with pertinent driving tasks, the quality of driver training provided by these driving schools has increased. This is anticipated to raise the pass ratio and draw in additional clients. Driving schools choose all of their cars with the highest standards, selecting only the safest-rated vehicles. For the quality of our services to both the community and our students, Quality Driving Schools is well-known. Our instructors are all gentle and courteous, highly certified, and have a wealth of expertise. Thus, you don't need to worry if you have a shy driver who wants to take the wheel. Moreover, for sure They will teach your student to be a safe, cautious, and confident driver. Teachers should focus more of an emphasis on creating an interesting learning environment so that students feel accountable for acquiring the skills necessary to drive safely.

6. Conclusion and Recommendations

For improvement in X Clinic, I recommend scheduling appointments in order to decrease the wait time by suggesting two recommendations. To begin with, I would recommend that they add appointment scheduling to their website as a tool that will greatly benefit and add value to their clients Instead of calling the clinic, this will save time and avoid keeping

consumers waiting because people are impatient. Moreover, they can use their website by including the concept of online or at-home treatment. Online sessions provide additional flexibility, allowing patients to receive virtual consultations from the comfort of their own homes. Basically, your phone is where everything begins. Simply sign in, select the day, the department (heart surgery or medical consultation), and then select the doctor. You will be presented with a number of times to select from after that, you can pay for the appointment. Applying this idea will result in time savings also effective time management Clinics can better control patient flow when they use appointments. Each patient can be assigned a unique time slot, which facilitates a more efficient workflow and reduces crowding. Better time management, shorter wait times, and increased clinic efficiency are all made possible by this, increased demand and more patients. As an example, FAKEEH Hospital Application

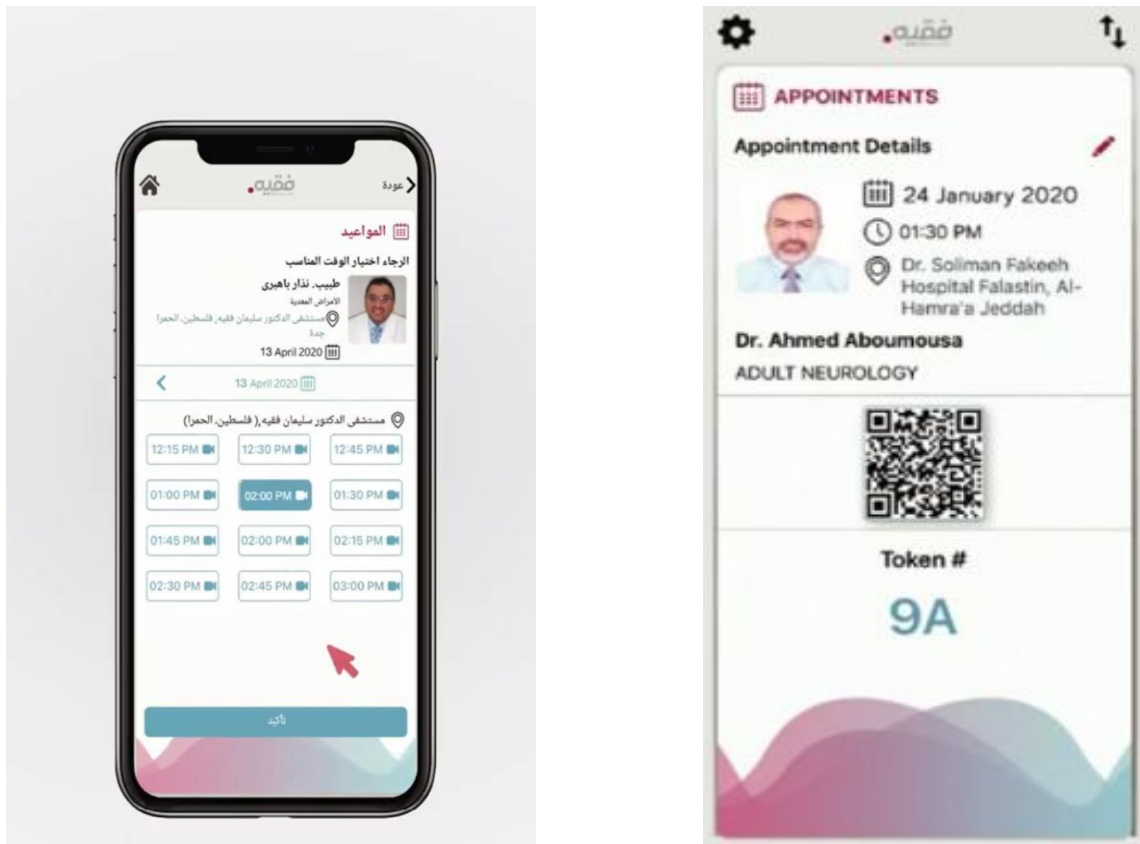


Figure 6.1 FAKEEH APP

Figure 6.1 represent the idea of FAKEEH App

For the Driving School Case, I would suggest to provide the followings:

1-Professional instructors having all the necessary teaching resources is one thing, but lacking experienced teachers to mentor the students is quite another. A quality driving school combines top-notch facilities with qualified instructors. Teachers' ought to put more

of an emphasis on creating an interesting learning environment so that students feel accountable for acquiring the skills necessary to drive safely.

2- Comprehensive driving lessons the top driving schools in Edinburgh should cover theory, skill development, and a suitable driving exam. Before moving on to the next phase, theory examinations assist teachers in reviewing material and let students evaluate their understanding of the teachings they have learned. Skills training is also essential since it allows students to improve their abilities, particularly in driving moves and it gets them ready for the real driving test, which grants licenses to those who pass it. By the time students take the practical driving exam, they will be more prepared, self-assured, and likely to succeed thanks to the thorough instruction.

3- Flexible lesson timings since students are not always accessible at the same time, driving schools must design lesson plans that accommodate their students' schedules. Reputable driving schools provide classes at various times of the day so that interested students can attend at a time that works best for them. No learner has to wait too long to finish their driving training thanks to flexible lessons and a team of instructors.

In conclusion, this dissertation seeks to explore the application of the applied blueprint in driving schools and clinics, shedding light on its potential to enhance the quality and safety of these essential domains. By examining the benefits, challenges, and implications associated with this approach, this research aims to contribute to the ongoing efforts to improve driver education programs and optimize clinical practices. Ultimately, the findings from this study may pave the way for a more efficient, effective, and standardized approach to training future drivers and delivering healthcare services with excellence.

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