**Supplemental Digital Content Table:** The Hand Hygiene Project - description of project phases and main actions undertaken

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| **Project Period** | **Dates (Duration in Months)** | **Actions undertaken** |
| DEFINE | Sept 2017-Oct 2017(2) | * Problem definition * Goal Setting * HH project launch * Unknown observers selection and training * Competency test administration |
| MEASURE | Nov 2017-Dec 2017 (2) | * Data collection: 717 blind observations from Nov to Dec 2017 **(Baseline data)** * JIT Coaching (overt observations) |
| ANALYZE | Jan 2018-Feb 2018 (2) | * Data aggregation * Data analysis * Improvement planning |
| IMPROVE | Mar 2018-Jan 2019 (11) | * E-learning education for all HCWs * Revision of internal HH policy on glove use and customization of WHO glove use pyramid * HH dispenser location standardization * Gloves dispenser relocation * Education on the procedure for PPE donning & doffing * Internal campaign on HH with posters * Education on the need to place supplies on the shelf in front of patient’s room * Data collection: 856 blind observations from Jun to Jul 2018 **(Improve data)** * Recruiting and training of new unknown observers * JIT Coaching overt (observations) |
| CONTROL 1 | Feb 2019-Feb 2020(12) | * Data collection: 1303 blind observations from May 2019 to Feb 2020 **(Control 1 data)** * Quarterly review of data (quality steering committee) |
| CONTROL 2 | May 2020-Dec 2020 (8) | * More unknown observers recruited * Training of new unknown observers * JIT Coaching (overt observations) * Weekly data aggregation * Data collection: 7939 blind observations from Jun-Sep 2020 and Nov-Dec 2020 **(Control 2 data)** * Monthly leadership data review |

HH=Hand Hygiene; JIT=Just-in-time; HCW=health care worker; World Health Organization