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