Leadership was engaged at all levels, and all facilities, held accountable. Secret shoppers were instituted 7/2017. Approximately 1000 anonymous observers were hired, trained to standard observation techniques 2013 onwards. Rapid change occurs with the introduction of Accountability Agents. Almost 200,000 hand hygiene compliance observations were done in July 2017, it increased from 0 in next 90 days across all facilities. Accountability agents participated in from 640 to 98% compliance. Over 4000 observations per month across 5 hospitals, all units, all shifts until 2017.

**Methods**

- **Leadership** was engaged at all levels, and all facilities, held accountable.
- **Secret shoppers** were instituted 7/2017. Approximately 1000 anonymous observers were hired, trained to standard observation techniques 2013 onwards.
- **Hand hygiene improvement** can be accomplished without using complex technologies. Accountability Agents provide immediate feedback, act as accountability enforcers, and reduce documentation.
- **Rapid change** occurs with the introduction of Accountability Agents.
- Accountability agents participated in from 640 to 98% compliance.
- Over 4000 observations per month across 5 hospitals, all units, all shifts until 2017.

**Results**

Almost 200,000 anonymous secret shoppers (in 2017) and hundreds of thousands of accountability agents were performed 2017 thru 2016, respectively. Hand hygiene compliance reached 89% by 2017, it increased from 0 in next 90 days across all facilities. Accountability agents participated in from 640 to 98% compliance.

**Discussion/Conclusions**

- **Hand hygiene improvement** can be accomplished without using expensive technology.
- Accountability agents participated in from 640 to 98% compliance.
- **Rapid change** occurs with the introduction of Accountability Agents.
- Cultural change is important.
- Sustained improvement will require continuous employment of secret shoppers, examination of Accountability Agent participation, and ongoing data distribution.

**References**