

Roads to success



Past simple

Reading: Compliance

1 Look at the photos in the article and discuss these questions.

- 1 What do you think the picture of the hand shows?
- 2 What can you see in the other two photos?

2 Read the article and find out if you are right.

3 Answer these questions.

- 1 Why didn't doctors at Cedars-Sinai always wash their hands?
- 2 How did the hospital try to solve the problem? List the different things it did.
- 3 What things worked and motivated the doctors to wash their hands?
- 4 What does the story tell us about how we can motivate people?

The power of a picture

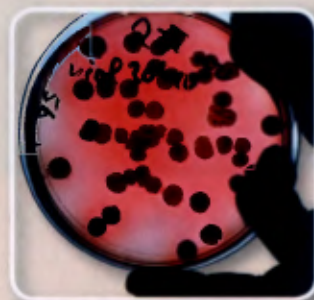
The Cedars-Sinai Medical Center was one of the top hospitals in the US, but it had a problem. Its doctors didn't always wash their hands before they examined the patients. There were a number of reasons for this. The doctors were very busy. Sometimes there weren't any *sinks* nearby or they were behind equipment. And sometimes the doctors didn't think it was important. They thought their hands were clean enough and only other people's hands carried *bacteria*.



The hospital administrators sent the doctors emails and put up *posters* telling doctors to follow the rules, but it didn't work. 35 per cent of the time the doctors didn't wash their hands so there was only 65 per cent *compliance*. The hospital planned a new *strategy*. They created a Hand Hygiene Safety Team who walked around the hospital. When they saw a doctor washing their hands they gave them a \$10 Starbucks *voucher*. The doctors earned a lot of money so \$10 wasn't a lot. But nobody said 'No thank you' and compliance went up to 85 per cent.



85 per cent was good but not good enough. So one day at a meeting of important doctors, a hospital administrator asked everyone to put their hands in a Petri dish. Then she sent the dishes to the laboratory. The doctors' hands were very dirty and lots of bacteria grew. The hospital took photographs and used them as *screensavers* on everyone's computer. The doctors saw the photos and compliance rose to nearly 100 per cent.



A petri dish