



a discovery house newsletter

DOORWAYS

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OPEN DOOR by David L. Piccoli II

This is the time to stop, step back and put our wide-angle lens on in order to appreciate our accomplishments. There is one reason why we have accomplished so much, and that number one reason is you and your ability to work within a team.

Like previous years, 2000 was not without its challenges: both business and personal. I do think our team experienced more personnel challenges this year than any other, and I must commend the team for all of their support for one another. It truly embodies the word family.

The Commitment to Patient Care here at DISCOVERY HOUSE has improved immensely over the past year, and everyone is to be commended for it.

I urge Program Directors to keep our team on task and consistently look for ways to improve the quality of care. Our commitment to improving quality of care will never misdirect us.

Our Mission: "To provide comprehensive services for persons affected by addiction, through community awareness, quality and holistic clinical services in an efficient, safe and fiscally sound environment."

Full Licensure: This is a must. We can never find ourselves in jeopardy with our license. I am proud to inform everyone that each of our clinics has a full license and the desired

capacity requirements for the year 2001.

Communication, Communication, Communication. The corner stone to our success. Communications is not a buzzword; it's a necessity, a commitment that each of us must aspire to fulfill daily.

I ask that each and every member of the team continue to keep those lines of communication open and attempt to improve upon them. You have my commitment to improve communication!

DISCOVERY HOUSE Universities (DHU) has to be the proudest accomplishment we have achieved to date. The idea that we get together as a team to teach and learn from each other's experience is most rewarding to me. This is confirmation that we are a strong and devoted team.

Yet another exciting advance in 2000 was the introduction of the new 401K. This benefit enables the staff to gain personally from their hard work and dedication to DISCOVERY HOUSE and its mission. Those of you who participated in this benefit were rewarded .25 cents for every dollar you contributed. This year Discovery House will match .45 cents for every dollar you contribute.

But the news gets better: if we meet those performance measures, any or all of them, we at Discovery House will match \$1.05

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what ANNOYS your COLLEAGUES?

Ever wonder if you're annoying a coworker unknowingly? A British recruiting firm, Office Angels, asked 1,000 office workers about their irritating colleagues. Here's what the respondents complained about:

- 6 out of 10 report that their fellow workers don't say good morning to them.
- 8 out of 10 say their colleagues don't turn off their cell phones during meetings.
- 1 out of 5 are annoyed at coworkers who look depressed all the time.
- 3 out of 4 gripes that others fail to reload the paper tray or fix paper jams in the photocopier, printer, or fax machine.
- 3 out of 10 complain that their office mates make a mess of the kitchen.

What bugs you?



We all want to be perceived as trustworthy. How do you go about creating that atmosphere? We interact with others constantly - at work, at home, grocery shopping, at the bank.

What behaviors enable us to trust and be trusted? See what you think about the analysis of Dr. Stephen Covey, author of *Seven Habits of Highly Effective People*.

the EMOTI

An Emotional Bank Account is a metaphor that describes the amount of trust that's been built up in a relationship. It's the feeling of safeness you have with another human being.

If I make deposits into an Emotional Bank Account with you through courtesy, kindness, honesty and keeping my commitments to you, I build up a reserve. Your trust toward me becomes higher and I can call upon that trust many times if I need to. I can even make mistakes and that trust level, that emotional reserve, will compensate for it.

My communication may not be clear, but you'll get my meaning anyway. You won't make me "an offender for a word." The trust account is then high; communication is easy, instant, and effective..

But if I have a habit of showing discourtesy, disrespect, turning you off, overreacting, ignoring you, becoming arbitrary, betraying your trust, or threatening you, eventually my Emotional Bank Account is overdrawn. The trust level gets very low. Flexibility is gone, and I'm walking on mine fields. I have to be very careful of everything I say. I measure every word. It's tension city, memo-haven.

If a large reserve of trust is not sustained by continuing deposits, spontaneous understanding and communication becomes a situation of accommodation, trying to exist independently in a fairly respectful and tolerant way.

Our most constant relationships require our most constant deposits. With continuing expectations, old deposits evaporate. Your accounts with the people you interact with on a regular basis require more constant investment. There are sometimes automatic withdrawals in your daily interactions or in their perception of you that you don't even know about.

Quick fixes are a mirage. Building and repairing relationships takes time. You will need patience if confronted with a lack of response or seeming ingratitude.



PERSONAL bank account

five major deposits

UNDERSTANDING THE INDIVIDUAL

Really seeking to understand another person is probably one of the most important deposits you can make, and it is the key to every other deposit. You won't know what constitutes a deposit to another person until you understand that individual.

One person's mission is another person's trivia. To make a deposit, what is important to another person must be as important to you as the other person is to you. By accepting the value they place on what they have to say, you show an understanding of them that makes a great deposit. Our tendency is to project out of our own histories what we think other people want or need.

We project our intentions on the behavior of others. We interpret what constitutes a deposit based on our own needs and desires. If they don't interpret our effort as a deposit, our tendency is to take it as a rejection of our well-intentioned effort and to give up.

ATTENDING TO THE LITTLE THINGS

Kindnesses and courtesies are so important. Small discourtesies, little unkindnesses, little forms of disrespect make large withdrawals. In relationships, the little things are the big things.

KEEPING COMMITMENTS

Keeping a commitment or a promise is a major deposit; breaking one is a major withdrawal. In fact, there's probably not a more massive withdrawal than to make a promise that's important

to someone and then not to come through.

CLARIFYING EXPECTATIONS

Many expectations are implicit. They haven't been explicitly stated or announced, but people nevertheless bring them to a particular situation. Although these expectations have not been discussed, or sometimes even recognized by the person who has them, fulfilling them makes great deposits in the relationship and violating them makes withdrawals. Expectations must be discussed when coming into any new situation. People will begin to judge each other through those expectations.

We create many negative situations by simply assuming that our expectations are self-evident and that they are clearly understood and shared by other people. Clarifying expectations takes a real investment of time and effort up front, but it saves great amounts of time and effort down the road. When expectations are not shared, people become emotionally involved and simple misunderstandings become compounded, turning into personality clashes and communication breakdowns.

PERSONAL INTEGRITY

Personal integrity generates trust and is the basis of many different kinds of deposits. People can seek to understand, remember the little things, keep their promises, clarify and fulfill expectations and still fail to build reserves of trust if they are inwardly duplicitous. Integrity includes, but goes beyond honesty.

Honesty is telling the truth. Integrity is keeping promises and fulfilling expectations.

One of the most important ways to manifest integrity is to be loyal to those who are not present. In doing so, we build the trust of those who are present. When you defend those who are absent, you retain the trust of those present.

Suppose you were to start criticizing our supervisor and I said I agree with the content of some of the criticism, and suggested that the two of us go directly to him and make an effective presentation on how things might be improved. Then what would you think I would do if someone were to criticize you to me behind your back?

If I take the "I really shouldn't be telling you this, but?" Wouldn't that leave the impression that things you had told me in confidence were being shared with others? Such duplicity might appear to be making a deposit with the person you're with, but it is actually a withdrawal because you communicate your own lack of integrity.

As you take this course of action people will come to trust you. Confrontation takes considerable courage, and many people would prefer to take the course of least resistance, criticizing, or participating in gossip about others behind their backs. In the long run people will trust and respect you if you are honest and open and kind with them.



THANK YOU DHME STAFF

I am writing to thank every one of the staff members at the DHME clinic in South Portland for the love and support shown me throughout my illness. In April, 2000 I was diagnosed with ovarian and clear cell cancer. I have since undergone a complete hysterectomy and have completed 6 rounds of intense chemotherapy treatment every 21-28 days. At times, the physical pain was unbearable and the fatigue, at an all time high.

I found the staff at DHME always to be emotionally, mentally and positively supportive. They were always giving me positive feedback when I was not always willing to hear it.

Special thanks to Laurie Manchester for allowing me to call her at 4:15am when I would cry out to her in pain, and she would always listen. To Jack, who promised to shave his head when I lost my hair. He didn't shave his head, but instead, bought me lunch and offered to carry my files for me. For Liz, who went to the store daily for my lunch even in the rain. To Nancy, Arlene, Kathy, Steve B. and Susan for asking daily how I was feeling and could they do anything for me. For Jean, to have the nerve to tell me I looked like crap but was doing well. And I cannot forget Steve M., Sandy C., and Coleen who would always ask me how I felt after my treatment and who would always tell me they missed me if I was not at work. To Doug and John, for the great feedback on my work.

To have the entire staff count down how many treatments I had left would help me to have the strength to continue on the next treatment. And to any staff I failed to mention by name, your support did not go unnoticed or unappreciated. Thank you.

A Proud Staff Member of DHME,
Sandy E.

good job!

The home office would like to take an opportunity to recognize the following staff for their dedication and good health.

Employees with less than 1 full year of full time service:
Perfect attendance from Date Of Hire

Karen Wilson	10 mo
Elnita Wallace	5 mo
Joyce Leddy	7 mo
Linda Smith	7 mo
Kathy Renz	9 mo
Jana Merkley	7 mo
John Cloran	8 mo
Ronald Adams	7 mo

Employees with 1 yr full time service:
Perfect attendance from Date Of Hire

Sue Firlle	Jason Lucich
Diana Fillmore	Stephen Gumbley

Perfect attendance for 2 full years:

Ken Tressler	Lynette Wood
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Perfect attendance for 3 full years:
Stephen Choder

And.....Ta da.....Perfect attendance since date of hire:

Stephanie Cook	doh 9/8/97
Walter Fillmore	doh 3/3/98

OPEN DOOR continued from cover

for every dollar you contribute. WOW!

Looking forward to 2001, there are exciting developments ahead. Coming soon to your clinics will be the 2000 Director's Annual Report. I ask, to make 2001's success surpass that of 2000's, that each of us continues to work toward achieving teamwork and excellence in Patient Care.

In an attempt to motivate each of us to do so, I suggest one piece of advice: Keep it simple. Each of us has a natural reaction to stressful situations: overcomplicate matters. I suggest that keeping matters as simple as possible will enable us to be pro-active in our daily work and keep us successful.

I wish to thank everyone, yet again, for making 2000 an amazing success. A round of applause goes out to all of you for your ongoing commitment to DISCOVERY HOUSE and its mission. Please, continue to work as a team, continue to go above and beyond and help make our team a success, always looking to improve the quality of care for our patients.

With deep gratitude and wishes for success in 2001,

David L. Piccoli II
Vice President, DISCOVERY HOUSE