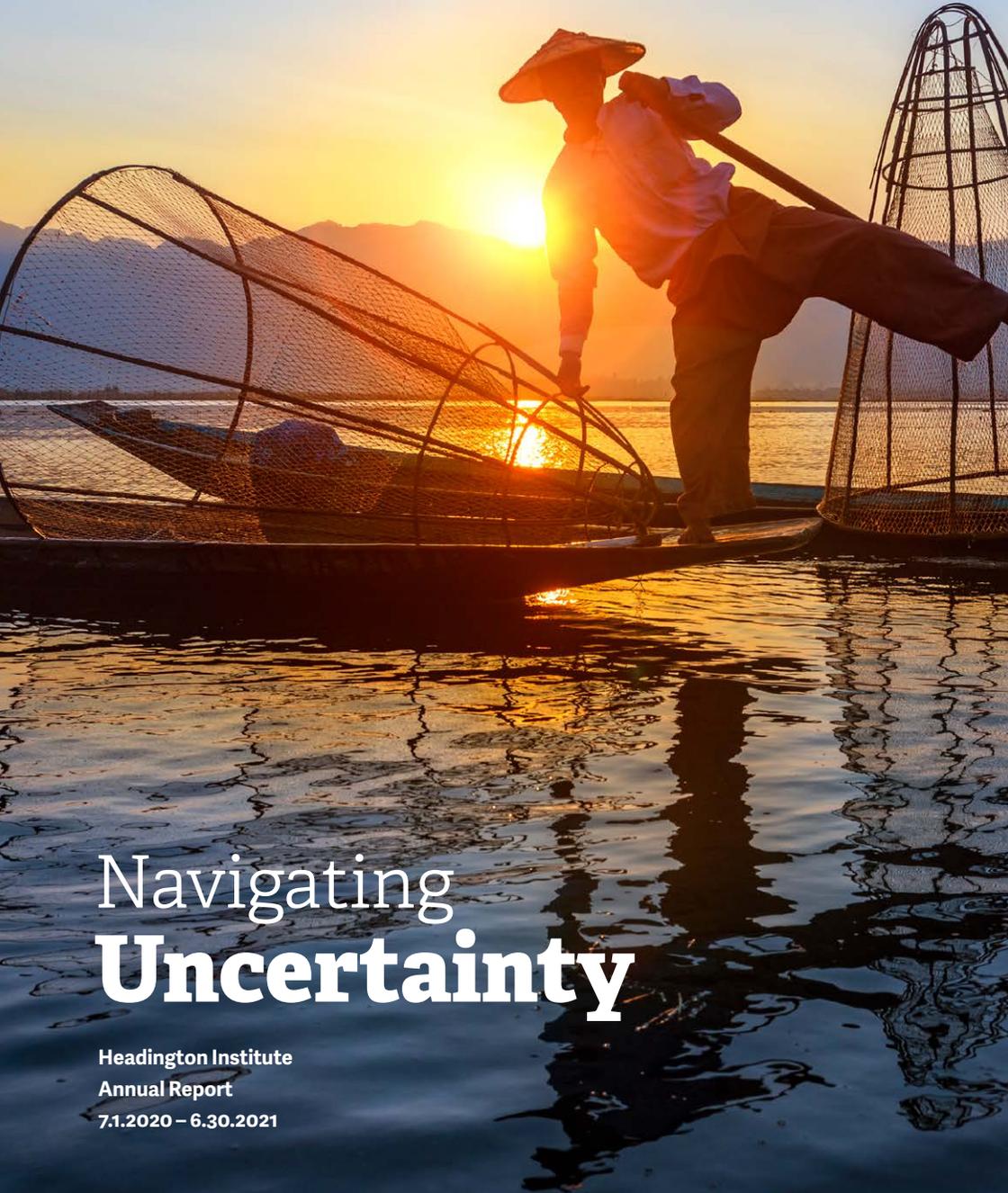




Headington  
Institute



# Navigating **Uncertainty**

Headington Institute  
Annual Report  
7.1.2020 – 6.30.2021

# Our Mission



It is our mission to care for caregivers worldwide by promoting the **physical hardiness**, **emotional resilience**, and **spiritual vitality** of humanitarian personnel and emergency first-responders.

We do what we do because we have a powerful vision. We believe that one day, all humanitarian workers and emergency responders will have the personal skills, social support, organizational resources, and public interest needed to maintain their wellbeing and thrive in their work.

## A Letter from Our Executive Director

Dear Friends,

On every racetrack corner there is a spot called the “late apex.” That’s where you want to be to exit the turn at full speed. By keeping your eyes there, you will steer the shortest path, accelerate sooner, and emerge faster.

The pandemic was an unexpected turn. We had to revise our strategic plan and identify a new “late apex” for our fiscal year. With our guide in place, we made the necessary programming, staffing, and funding changes to get through the initial crisis efficiently so we could emerge at full speed, even though global uncertainty remains. We are now racing ahead, providing a wider assortment of services and resources than before. There were some tough moments, but we made it.

It takes many people to succeed at our mission, and we are grateful for the staff, clients, donors, consultants, and colleagues who rode through the turns with us. Thanks for being on our team.

**James D. Guy, PhD**  
Executive Director & Cofounder  
Headington Institute





## YEAR IN REVIEW

## Revitalized Research

### The Fruit of Perseverance

A strong and active research program has been essential to developing and delivering our evidence-based care. With our team grounded from travel, this year allowed us to move forward with the long-planned expansion of our research efforts.

“

*Most of us on the front line do not have enough time to prepare materials for emergency training during a crisis. We need up-to-date information from trusted sources. I trust Headington Institute staff as partners for professional support.”*

— UN AID WORKER



### Stronger Foundation

Led by Research Assistant Esther Yu, the Institute expanded our virtual assessment platforms, building out new metrics and measures into our proprietary resilience assessment battery.

We can now learn more about those we serve and create better tools in the future. This expansion also offers the possibility of allowing future Headington-affiliated psychologists to use our assessment battery in their own practices.



### Increased Understanding

In partnership with psyML, a data analytics firm headed by former Headington Institute psychologist Galen Buckwalter, we began a multi-month project to assess and gain new insight from our existing data.

This project revealed five unique resilience personalities in our client populations, which we will use in future service design to meet the needs of these distinct groups.



### Expanded Reach

Led by Director of Clinical Services Scott Grover, the Institute took major steps to increase points of access to our care. We automated our Headington Institute Resilience Inventory (HIRI) to provide clients with immediate feedback and interpretation of their resilience scores.

Our new automated HIRI also provides clients with a personalized workbook filled with exercises to build their resilience. Clients no longer need to speak with a psychologist to understand their resilience scores. They can now take the assessment and independently improve their overall wellbeing in a fraction of the time and cost of our previous delivery model.

# Supportive Global Response

## Meeting the Need

We worked with those on the front line of care—aid workers, emergency responders, and community caregivers—to ensure communities impacted by the pandemic had help. This year, we supported these heroic helpers in **52 countries**.

### WHERE WE SERVED

- Afghanistan
- Australia
- Bahamas
- Bangladesh
- Cambodia
- Cameroon
- Canada
- Central African Republic
- Democratic Republic of Congo
- Egypt
- Ethiopia
- Ghana
- Guinea
- Haiti
- Iran
- Iraq
- Israel
- Italy

- Jordan
- Kenya
- Laos
- Lebanon
- Lesotho
- Liberia
- Libya
- Madagascar
- Malawi

- Micronesia
- Mozambique
- Myanmar
- Nepal
- Niger
- Nigeria
- Norway
- Palestine
- Philippines

- Rwanda
- Senegal
- Sierra Leone
- South Sudan
- Spain
- Sudan
- Switzerland
- Syria
- Tanzania

- Thailand
- Timor-Leste
- Uganda
- United Kingdom
- United States
- Yemen
- Zambia

### A REMOTE CLINICAL TEAM

After adapting to web-based care, our clinical team conducted counseling sessions, webinar resilience trainings, and personal management consultations to ensure all our clients had the support to sustain their work in the most challenging times.

## OUR EXPERTISE



Counseling



Resilience Training



Risk Psychology



Organizational Consulting



Online Resources

### EQUIPPING REGIONAL HOSPITALS

In response to overwhelming need, we partnered with large regional hospitals to provide much-needed care and guidance for teams of doctors, nurses, paramedics, and administrators caring for patients with Covid-19.

“The training addressed many recurring issues. It is very useful. It helped me reflect on myself, understand how I can identify any burn-out symptoms, and when to ask for help.”

— RESPONDER IN JORDAN



## Reorganizing for Success

The pandemic and social movements of 2020 prompted our team to consider our own structure and effectiveness.

As we adapted to remote work we focused on:

- ✓ Increasing cohesion by learning more about transparent communication
- ✓ Practicing the self-care techniques we teach our clients
- ✓ Reassessing the toolbox of skills our team members bring to our mission
- ✓ Creating space for team learning about diversity, equity, and inclusion

### TEAM LEADERSHIP



**DR. SCOTT GROVER**

To create a more collaborative leadership model, Scott Grover became our Director of Clinical Services, overseeing all program and support offerings both internationally and domestically.



**CAITLYN FERENCE-SAUNDERS**

To streamline our office processes and maintain a high level of community responsiveness, Caitlyn Ference-Saunders added operations oversight to her responsibilities, becoming our Director of Development and Operations.



**DR. JAMES D. GUY**

To increase shared-decision making, Jim changed his title from President to Executive Director. Scott and Caitlyn work alongside Jim by offering active and engaged collaborative leadership.



**We empower individuals and teams to pursue their own resilience and be ready for the challenges of the field. With 570,000 aid workers operating globally, our impact continues to increase.**

## Building Resilience During Uncertainty



**17**

UNIQUE WEBINARS WERE OFFERED TO CLIENTS



**244**

HOURS OF WEBINAR RESILIENCE INSTRUCTION



**648**

HELPERS TOOK AN ONLINE COURSE

**743** CONFIDENTIAL CONSULTATIONS

**5** CRITICAL INCIDENT CONSULTATIONS

**49** TEAM AND MANAGEMENT CONSULTATIONS

WE TOOK OUR **FIRST TRAINING TRIP** SINCE THE START OF THE PANDEMIC IN MARCH 2021



**256**

HELPERS TOOK OUR **HEADINGTON INSTITUTE RESILIENCE INVENTORY**

**63**

RESILIENCE ASSESSMENTS

Our free video content received nearly **23,000** views



**23K**

VIDEO VIEWS

# Providing Care

## Before, During, and After a Crisis

We have built long-term partnerships that have stood the test of regime change, natural disasters, economic scarcity, and human-made crises. In 2011, the Institute began investing resources in NGOs working in Southeast Asia. Our work in **Myanmar** illustrates the power of Headington clinical expertise and care.

### Myanmar

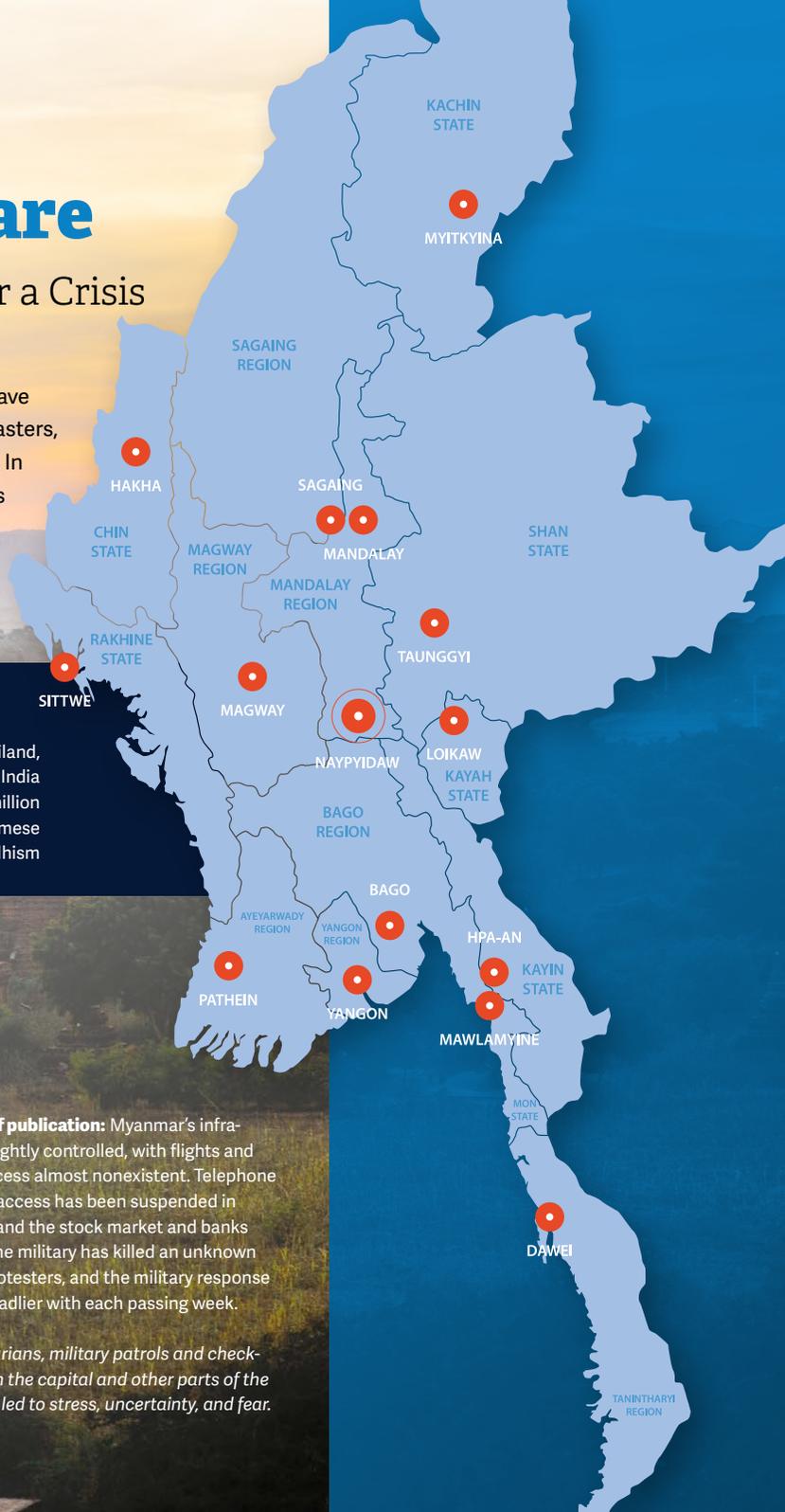
<b>Location</b>	Southeast Asia – neighbors Thailand, Laos, Bangladesh, China, and India
<b>Population</b>	54 million
<b>Majority language</b>	Burmese
<b>Majority religion</b>	Buddhism

### Government History

- **1824 – 1948**  
British Colonial Rule
- **1962 – 2011**  
Military Junta Rule  
*A period of significant civil unrest*
- **2011 – 2021**  
Quasi-Democracy
- **February 2021**  
Military Coup  
*In response to the most recent elections in which the leading civilian party won 83% of the available seats in Parliament*

**At the time of publication:** Myanmar's infrastructure is tightly controlled, with flights and television access almost nonexistent. Telephone and internet access has been suspended in major cities, and the stock market and banks are closed. The military has killed an unknown number of protesters, and the military response is growing deadlier with each passing week.

*For humanitarians, military patrols and checkpoints in both the capital and other parts of the country have led to stress, uncertainty, and fear.*



### BEFORE

In **November 2018**, Dr. Scott Grover traveled to Myanmar to conduct training and workshops with a small NGO in the then capital city, Yangon. This NGO could not afford the regular cost of services on their own, but our work was made possible by the generosity of Headington Institute donors.

Dr. Grover's two day intensive included:

- Discussions about stress, resilience, and managing critical incidents.
- Coursework on how to recover well from trauma and chronic uncertainty.
- Instruction about mental functioning in hostile environments.
- Basic psychological first aid (PFA) training to equip staff assisting colleagues dealing with stress and trauma.

### DURING

As the coup began in **February 2021**, the Institute's entire clinical team became available to the staff of our partner organization in Myanmar. We provided virtual counseling sessions and general support calls for leaders and staff from Myanmar during the coup event and throughout the unrest and protests that followed.

Psychologists from the Institute supported on-the-ground staff as they made difficult decisions about themselves, their work, their safety, and their families.

Headington psychologist Dr. Jennifer Young conducted several webinars for a second aid organization in Myanmar. These webinars focused on teaching practical skills to aid workers who have remained in Myanmar despite the unrest, uncertainty, and violence.

### AFTER

As the crisis initiated by the military coup continues, staff remain in a precarious position: trying to help others under the imposition of martial law. Headington Institute will continue providing critical incident support until the crisis stabilizes. Once acute stressors subside, we will begin providing trauma recovery support. Working with both the affected individuals and NGOs, we will design custom care roadmaps so these helpers can keep doing their important work.

## Visionary Giving

### Safeguarding Our Success

*In a year marked by great philanthropic need, we are so grateful for our donors—individuals, foundations, and corporations—who continue to give to our mission. Thank you for your encouragement and commitment to building resilient helpers across the world.*



Melis Alkin  
 Amazon Smile  
 Michelle Banks  
 Benevity Community Impact Fund  
 Donald & Susan Bosch  
 Capital Group Companies Charitable  
 Foundation  
 Cathy Cimbalo  
 Diana Concannon  
 Darryl & Tracy Davy  
 Leslie & Bryan Diers  
 Chris Dombrowski  
 Nancy & Ken Durham  
 Jock & Suzanne Ebner  
 Mark Ethridge  
 Carol Ference  
 Mary Ference  
 Pamela & Doug Fogg  
 Betsy Gard  
 Shola Giwa

Jason Goldstein  
 Winston & Kumea Gooden  
 Lila Guirguis  
 James D. Guy & Joan Laidig  
 Bruce & Lynn Haines  
 Greg & Carrie Headington  
 Tim Headington  
 Headington Realty & Capital, LLC  
 Alan Hostrup  
 J&S Laidig Family Foundation  
 David & Rachel Kelton  
 Jeanette & Terry Kern  
 Kathryn Krotz  
 Lake Grove Presbyterian Church  
 Sally LeFeber  
 Jean Liu  
 James Lynn  
 T. Christopher Martin  
 David Martin  
 Charles McKinney

Jacquelyn Millham  
 Campbell Moore  
 Network for Good  
 Karen & Matt Osborne  
 Eric T. Page  
 Leah Porter  
 Jeff & Hally Prater  
 Joan & Santos Riboli  
 Lyn & Howard Rich  
 John & Kristie Romero  
 D. Michael Rust Endowment  
 Robert & Jane Salinger  
 Caitlyn & Daniel Saunders  
 Peggy Schmid  
 Julie Shelley  
 Luann Warren-Sohlberg  
 Warren Steele  
 Brent & Claudia Stenberg  
 Stewardship Foundation

Stone Canyon Minerals, LLC  
 Eileen Tochioka  
 Tara Underly  
 Josh VanVoorhis  
 Shelle Welty  
 Glen Williams & Family  
 LuAnn & Wayne Yocky  
 Esther Yu



# Collaboration makes us stronger.

## IN-KIND DONORS

Greg Anderson  
Andrew Birch  
Randall Bishop  
Jay Berger  
Susan Caron  
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Peter Esquivel  
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James Morgan  
Gayle Northrup  
Peter Postlmayr  
Skip Rizzo  
Mark Swift  
Bill Weyerhaeuser

## SPECIAL PROJECTS

Carter  
DisasterPhilanthropy.org  
DisasterReady.org  
DS Design  
eBI Performance Solutions  
Gravitate  
Howard University  
Institute for Creative Technologies (USC)  
Maxwell Moser Productions  
Parkland Hospital  
psyML  
Rosemead School of Psychology  
X2ai

## Innovating Together

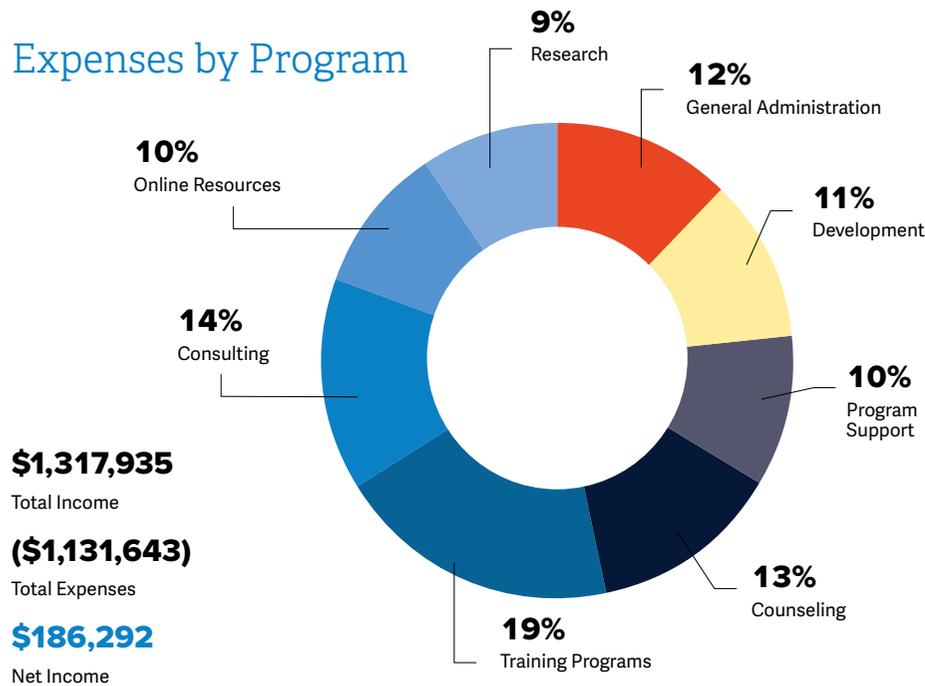


We are grateful to all those who have given of their time, energy, and expertise to sustain the work of the Headington Institute. We make the humanitarian ecosystem stronger and more successful.

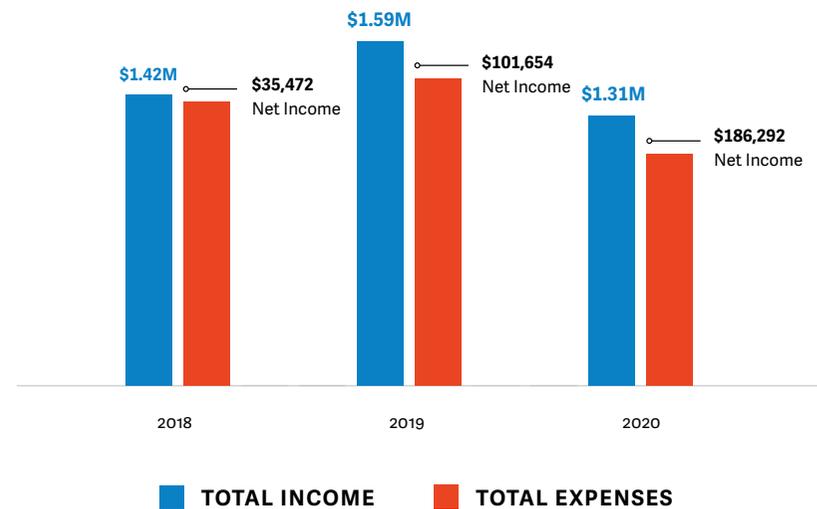


# Financials

## Expenses by Program



## Three-Year Operating Trend



# Our Team

## STAFF

- Melis Alkin, PhD**  
Consulting Psychologist
- Charlina Allen**  
Office Assistant
- Donald S. Bosch, PhD**  
Director of Risk Psychology & HEAT Training
- Drea Canales, PhD**  
Clinical Services Assistant & Trainer
- Marissa Coleman, PhD**  
Consulting Psychologist
- Huong Diep, PhD**  
Consulting Psychologist
- Caitlyn Ference-Saunders, MA**  
Director of Development & Operations
- Jason Goldstein, PhD**  
Consulting Psychologist
- Scott Grover, PhD**  
Director of Clinical Services
- James D. Guy, PhD**  
Executive Director & Cofounder
- Roslyn Hernández, MA**  
Resource Innovations Lead
- David Lopez**  
Office Manager

Many hands helped us succeed this year. Our staff and board lists recognize all those who were part of our team at some point in 2020.

- Tatiana McDougall, PhD**  
Consulting Psychologist
- Jacquelyn Millham, PhD**  
Senior Consulting Psychologist
- Sheila Konyu Muchemi, PhD**  
Consulting Psychologist
- Bob Pettit**  
Executive Vice President
- Alice Schrupa, PhD**  
Consulting Psychologist
- Brent Stenberg, PhD**  
Senior Consulting Psychologist
- Kristen Swift**  
Special Projects Associate
- Shelle Welty, PhD**  
Consulting Psychologist
- Jennifer Young, PhD**  
Consulting Psychologist
- Esther Yu, MA**  
Research Assistant



Staff gather on Zoom, 2020



Staff & Board meet together on Zoom, 2020

## BOARD OF DIRECTORS

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Vice President  
*The Capital Group Companies*
- Jock Ebner | Vice Chair**  
President  
*Morlin Asset Management, LP*
- Joan Riboli | Secretary**  
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To learn more about how you can continue to partner with us in our care for caregivers worldwide, visit [headington-institute.org](https://www.headington-institute.org).