



2023
—
2024
ANNUAL REPORT

 **HEADINGTON**
INSTITUTE

www.headington-institute.org

Strengthening resilience

Vision

To be the most innovative and trusted partner for organizations with staff working in high stress environments across the globe to help them both maintain their well-being and thrive in their work.

Mission

To be a catalyst for shaping the future of sustainable work by delivering high-quality, evidence-based mental health solutions to organizations and their staff operating in high stress settings worldwide. We do this by conducting original research, which informs our individual and organizational assessments and interventions. This allows us to develop tailored and unique products and services in person and digitally that are trauma-informed to support organizations and their staff to thrive.

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A message from the CEO

Dear Friends,

The past year has tested the resilience of professionals across the world in ways few could have anticipated. From the protracted conflicts in Gaza and Ukraine to the escalating frequency of natural disasters, frontline workers have been thrust into environments that test the limits of human resilience.

Our commitment to bolstering the mental health and well-being of these dedicated professionals has never been more resolute. Over the past year, we have expanded our reach, delivering tailored psychological support and resilience training to frontline workers operating in some of the most challenging contexts worldwide.

As we navigate the complexities of an ever-evolving global landscape, we recognize that our work is far from complete. The sectors we work in are shifting in ways that demand more than just endurance—they require adaptation. The pressures facing frontline professionals are evolving, and if we do not evolve with them, we risk becoming ineffective in the very spaces where we are needed most.

The challenges ahead demand innovative approaches. We are committed to advancing our research, refining our methodologies, and expanding our services to ensure that our support remains relevant, responsive, and impactful. The work of resilience is not static, and neither can we be.

This annual report offers a comprehensive overview of our achievements and the profound impact of our programs over the past year. It also serves as a testament to the resilience of the human spirit and the collective effort required to support those who stand at the forefront of humanitarian and disaster efforts.

None of this would be possible without the generosity and commitment of our donors, partners, and supporters. Your belief in our mission allows us to strengthen those who serve, ensuring that the professionals at the frontlines of crisis have the psychological resources they need to sustain their work. Thank you for standing with us.

With gratitude,

Dr. Diane Flannery

Chief Executive Officer



A year in review

In response to growing global needs, Headington Institute deepened its impact, delivering **psychological support, resilience training, and strategic consulting across 63 countries**. Our work has reached frontline professionals across **humanitarian aid, first response, peace building, community work, and high-risk operational environments**, ensuring that those who serve others have the psychological resources to sustain their work.

Through **webinars, workshops, and intensive training programs**, we equipped **nearly 2,000 professionals** with evidence-based tools to manage **stress, trauma exposure, and operational uncertainty**. Our **HEAT (Hostile Environment Awareness Training) courses in Norway, Kenya, and Jordan** prepared **227 professionals** for the **psychological and security challenges** of working in volatile settings, strengthening their ability to remain focused and resilient in high-risk environments.

Beyond individual training, we partnered with leading global organizations to strengthen workforce resilience in complex environments including Israel/Gaza, Ukraine, and South Sudan. We conducted **five major organizational assessments**, including for **UNICEF and the Norwegian Refugee Council (NRC)**, helping teams implement **sustainable mental health strategies** that enhance both well-being and operational effectiveness. Additionally, we provided targeted **leadership and management consulting**, helping organizations develop **staff care frameworks** that mitigate burnout and improve long-term retention.

Our **direct psychological support** remained a cornerstone of our work, with **771 hours of counseling** and **over 1,000 mental health assessments** provided to professionals facing burnout, secondary trauma, and the cumulative toll of crisis response. These services helped individuals process **acute stress, moral injury, and the psychological strain of prolonged exposure to crisis**.

As the scale and complexity of global crises continue to evolve, the need for **science-driven, operationally relevant approaches** to resilience has never been greater. Headington remains committed to **bridging research and practice**, delivering psychological support that is **as dynamic and adaptable as the environments in which it is needed**.

Our impact in numbers

↑ **120**

Webinars &
workshops
conducted

↑ **771**

Hours of counseling
provided

↑ **116**

Courses
completed

↑ **1,912**

Workshop participants

↑ **63**

Countries reached

↑ **83**

Hours of leadership
consultation provided

↑ **227**

Participants of Hostile
Environment Awareness
Trainings

↑ **267**

Online course
participants

—

“When I first took HEAT, I thought it was just about security. But in the end, what I learned about managing stress, making decisions under pressure, and staying psychologically resilient became just as critical as any safety protocol.”

Alan

Hostile environment training participant

—

“The trauma of this work builds up, and for a long time, I thought I just had to push through. The support I received from Headington helped me process what I was experiencing and reminded me that taking care of myself is not a weakness - it’s what allows me to keep going.”

Sarah

Humanitarian aid worker

From conflict zones in Ukraine, Israel, Gaza, and South Sudan to disaster-affected communities in Haiti, the Philippines, and the United States, we have worked alongside humanitarian workers, healthcare providers, emergency responders, and crisis-affected organizations to strengthen well-being and sustain effectiveness.

Where we worked

-
- Afghanistan
 - Albania
 - Austria
 - Bahamas, The
 - Bangladesh
 - Belgium
 - Burundi
 - Cambodia
 - Canada
 - Colombia
 - Cyprus
 - Democratic Republic of the Congo
 - Dominican Republic
 - Ecuador
 - Egypt
 - Germany
 - Greece
 - Guatemala
 - Haiti
 - Honduras
 - India
 - Iran
 - Iraq
 - Ireland
 - Israel
 - Italy
 - Japan
 - Jordan
 - Kenya
 - Laos
 - Lebanon
 - Madagascar
 - Moldova
 - Myanmar
 - Netherlands, The
 - Nigeria
 - Norway
 - Pakistan
 - Palestinian Territories (including Gaza and the West Bank)
 - Philippines, The
 - Poland
 - Portugal
 - Senegal
 - Sierra Leone
 - South Sudan
 - Spain
 - Switzerland
 - Syria
 - Tanzania
 - Thailand
 - Togo
 - Turkey
 - Uganda
 - Ukraine
 - United Arab Emirates, The
 - United Kingdom, The
 - United States of America, The
 - Venezuela
 - Vietnam
 - Yemen
 - Zambia
 - Zimbabwe

2023 to 2024 Financials

\$1,532,217.17

TOTAL INCOME

(\$1,484,013.40)

TOTAL EXPENSES

\$48,203.77

NET INCOME

General Administration

\$197,343.49

Development

\$153,770.10

Counseling Program

\$271,206.17

Training Program

\$277,619.78

Consulting Program

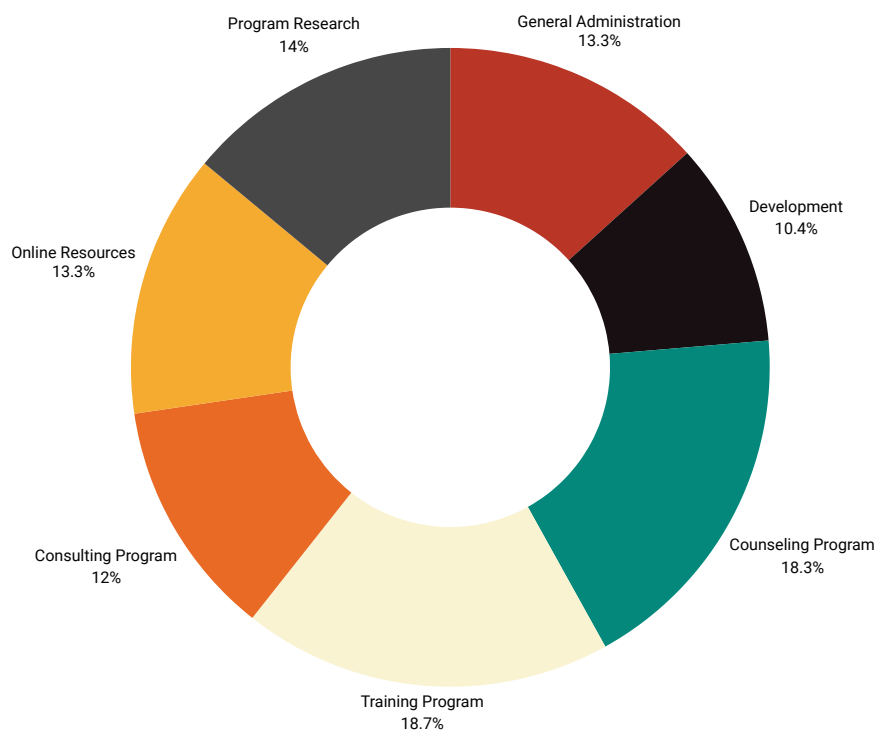
\$178,608.46

Online Resources

\$198,037.90

Program Research

\$207,427.50



—

"The webinar gave me a completely new perspective on resilience. I walked away with practical tools I could use immediately, both in my work and in my personal life. It was a rare space where the challenges we face were truly understood—and where I felt equipped to handle them better."

Ahmed

Webinar participant

—

"We knew staff burnout was an issue, but we didn't realize the long-term impact it was having on our teams and our work. Headington helped us build a strategy for staff well-being that has transformed our organization's culture and strengthened our ability to respond effectively in crisis situations."

Sasha

Humanitarian leader

Governance

2023/24

FY23-24 board as of June 30, 2024

Leah Porter - Chair
Vice President (Retired), Capital Group Companies

Jock Ebner - Vice Chair
President & CEO, Morlin Asset Management, LP

Joan Riboli - Secretary
CFO (Retired), San Antonio Winery

Pam Fogg - Treasurer
CPA (Retired), Dowsett, Fogg, & Doler, P.C.

Michelle Banks - Officer
President (Retired), The African American Fire Fighter Museum, LAFD

T. Christopher Martin - Officer
CEO, Direct Access Capital, LLC

LuAnn Yocky - Officer
Development Officer (Retired), World Vision International

Sharon Wurtzel - Officer
Social Impact Consultant

Mia Haugen - Officer
Media, Communications, and Nonprofit Advisor



Partners in impact

FY23-24 donors

Individuals

Michelle Banks
Cathy Cimbalo
Diana Marie Concannon
Kriss Deiglmeier
Jock & Suzanne Ebner
Jon Estriech
Carol Ference
Mary Ference
Caitlyn Ference-Saunders
Diane Flannery
Maya Flannery
Pamela & Doug Fogg
Libby Gaddis
Betsy Gard
Shola Giwa
Jane Gottesman
James D. Guy & Joan Laidig
Bruce & Lynn Haines
Brenda Hartman-Souder
Tim Headington
Alan Hostrup
Daniel Indiviglio
Jeremy Kaplan
Krista Kleeman
Andrea Kraybill
Sally LeFeber

Jennifer & Evan Mallah
David Martin
T. Christopher Martin
Thomas McKittrick
Dylan Mich
Megan Moody
Kerley Most
James Munoz-Cespedes
Theresa Page
Joan Riboli
Tom Rosenfeld
Robert Salinger
David & Barbara Sato
Peggy Schmid
Julie Shelley
Stephanie Struck
Kristen Swift
Eileen Tochioka
Alan & Irene Wurtzel
Dan Wurtzel
Judy Wurtzel
Sharon Wurtzel
LuAnn Yocky
Jami Zakem

Foundations

Capital Group Charitable Foundation
Communities Foundation of Texas
D. Michael Rust Endowment (Sacramento
Region Community Foundation)
J&S Laidig Family Foundation
Kirven Family Fund (Brooklyn Org)
Lake Grove Presbyterian Church
Leon Fund (Community Foundation for a
Greater Richmond)
Stewardship Foundation
Suehiro Family Charitable Foundation

Corporations

Earlstone Management, Inc.
Estriech & Company, Inc.
Headington Companies
Tolleson Management LP

Partner collaborations

Anny Beck
Swoon Pictures, Inc.

Dr. Barbara Tint
Consultant

Caitlyn Ference-Saunders
Consultant

Declan Swift
Temporary Office Worker

Dr. Don Bosch
Consultant

Drea Canales
Consultant

Echo-Factory
Marketing and Branding

Eric Alderman
Knack/Knackmasters

Fintan Swift
Temporary Office Worker

Gayle Northop
Northrop Nonprofit Consulting

Gravitate
Web Development

Jami Zakem
Zakem Coaching & Consulting

Jonathan Wu
Videographer

Dr. Laurie Pearlman
Consultant

Natalie Simon
Special Projects Coordinator

Peter Esquivel
Building Services

Qualtrics, LLC
Research Technology

Rich Leimsider
Consultant

Susan Caron
Hensiek & Caron, CPAs

TalentLMS
eLearning Technology

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