Dear friends,

In our work, we regularly prepare for the unexpected. Even so, the upheaval caused by SARS-CoV-2 and the necessary response has been almost unfathomable. Headington Institute’s mission is more essential now than ever to the thousands of aid workers, responders, and caregivers around the world who rely on us.

Our team mobilized quickly in response to the stressors of the pandemic by offering webinars and remote counseling and creating helpful online resources specific to the pandemic. Prior to the virus outbreak, this year we traveled to more remote and dangerous locations, expanded our team to serve more clients, created additional online learning tools, and raised over $1 million for our annual fund.

While helping responders overcome trauma and be more resilient this year, we also reached an important milestone: our 20th anniversary. So many good people have helped build our organization, and we sincerely thank you all for your support. This year’s annual review includes a look back at what we have accomplished in our 20 years together.

Thank you for your continued partnership and support,

A Letter from the President

James D. Guy, Ph.D.
President & Co-founder

Our Mission

It’s 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.

We were ready to help, because of you.
Celebrating 20 Years of Caring for Caregivers Worldwide

2000

2001
Headington Institute is awarded nonprofit public charity status and officially opens its Pasadena-based doors to the global aid worker community.

2002
Counseling and debriefing services are added, along with specialized staff.

2003
Laurie Pearlman, an international expert on vicarious trauma, joins our team as Senior Consulting Psychologist, providing supervision, consultation, and training services to our clients.

2004
The first online training resources are developed and published in multiple languages. They are made available for free.

2005
The Institute considers opening an office in Geneva, Switzerland. While we chose to remain stateside, our European footprint expanded exponentially.

2006
The Institute opens a Washington, DC, satellite office to complete short-term client projects.

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2008
Dr. Donald S. Bosch begins overseeing Hostile Environment Awareness Trainings (HEAT) and risk psychology research. Providing psychological services for HEATS will become one of our core areas of expertise.

2009
The Examen App, a tool for resilience and well-being self-evaluation, launches.

2012
Alicia Jones establishes our program presence in Cambodia, providing psychological support to 30+ anti-child-trafficking and antislavery organizations.

2013
Milton Glaser creates the Institute’s iconic logo.

2014
The Resilient Responder Program launches to promote the resilience of emergency responders. The program will be supported by The Ahmanson Foundation, The Annenberg Foundation, the J&S Laidig Family Trust, and The Rose Hills Foundation.

2015
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2016
The Institute develops training for staff at homeless shelters and services. Early partners include the LA Mission, Denver Rescue Mission, and Union Station Homeless Services.

2017
The Headington Institute Resilience Inventory is validated and published in an American Psychological Association peer-reviewed journal. It is the most comprehensive resilience inventory validated for the humanitarian community.

2020
The Institute’s 20th year of operation. The team includes 11 clinicians and 6 administrative and research staff. In response to the global coronavirus outbreak, the Institute transitions to entirely virtual care and embarks on a long-awaited plan to expand its public health footprint.
We work behind the scenes to build the resilience of aid workers, emergency responders, and community caregivers across the world. This year, we supported these modern heroes in 49 countries.

We used counseling sessions, resilience trainings, HEAT workshops, management consultations, and online learning tools to make sure that all our clients had the support to thrive in their work.

Where We Serve

Afghanistan  Myanmar
Bangladesh  Niger
Burkina Faso  Nigeria
Cambodia  Norway
Canada  Palestine
Central African Republic  Panama
Cyprus  Philippines
Democratic Republic of Congo  Rwanda
Egypt  Senegal
Ethiopia  Sierra Leone
Greece  Somalia
Guatemala  South Africa
Haiti  South Sudan
Iraq  Syrian Arab Republic
Islamic Republic of Iran  Switzerland
Italy  Uganda
Kenya  Ukraine
Lebanon  United Arab Emirates
Jordan  United Kingdom
Kenya  United Republic of Tanzania
Lesotho  United States of America
Libya  Venezuela
Madagascar  Yemen
Mali  Zambia
Mozambique

Weaving Resilience
Enhancing the Global Humanitarian Response

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.

681 PEOPLE have taken our online courses

1,383.5 TOTAL HOURS of workshop presentations

<table>
<thead>
<tr>
<th>CONSULTATIONS</th>
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</thead>
<tbody>
<tr>
<td>38 Team and management consultations</td>
<td>53 HEAT (Hostile Environment Awareness Training) consultations</td>
</tr>
<tr>
<td>449 Confidential consultations</td>
<td>26 Critical incident consultations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TRAINING</th>
<th></th>
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<tbody>
<tr>
<td>67 Training workshops &amp; webinars</td>
<td>39 Training trips (pre-pandemic)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DOWNLOADS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>13,770 of our online resources</td>
<td>45 Resilience assessments</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>VIEWERS</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>25,625 of our free video content</td>
<td>597 Humanitarians and responders took our HIRI assessment</td>
</tr>
</tbody>
</table>

Covid-19: Serving in Crisis

Our understanding of the science of resilience continues to evolve during the pandemic. Even though Headington Institute clinicians and partners can no longer travel, we’ve been making a new kind of impact.

27 Webinars
1,172 Trainees

Our resilience workshops moved online, where topics included:

- Managing Social Isolation
- Staying Resilient during the Pandemic
- Grieving Well in Light of Covid-19
- Building Sustainable Routines and Self-Care Practices
- Parenting Over Distance
- Faith and Spirituality in Crisis
- Decision Making in Times of Uncertainty
- Leaders: The Uncertainty Effect

We supported an additional 1,172 Covid-19 responders once global stay-at-home orders began, and we actively assisted 15 organizations with Covid-19 responses.

With support from the Covid-19 Response Fund, an initiative of the Capital Group Companies Charitable Foundation, we will continue to support those who have been directly impacted by the pandemic, including, doctors, nurses, and paramedics.
Trusting Our Expertise

Developing Intuitive E-Learning for Aid Workers

Over the past year, psychologists Dr. Lisa Finlay and Dr. Tatiana McDougall, and our Resource Innovations Lead Roslyn Hernández, have developed two e-learning courses that deliver our signature training to aid workers in the most remote locations.

Here Dr. McDougall (TM) and Roslyn Hernández (RH) discuss the challenges and discoveries from the process of creating our newest offerings.

What is e-learning?

RH E-learning is our response to the aid workers who are not within reach of our usual offerings. Our courses involve video content coupled with highly specialized personal application workbooks. We launched our platform in 2016, but we've been exploring how people learn through technology since we began posting articles and quizzes on our first website back in 2003. As the humanitarian field continues to grow and change, we are looking to the future and wondering how we can bridge geographical and generational learning gaps with technology.

TM E-learning is also a pedagogical field that traditionally requires a certain format. When designing a course, we try to think a bit more broadly than the standard interface so we can address the particular learning needs of people in the field.

How did the Institute’s most recent e-learning project come about?

TM The clients put out a request for proposal for a new e-learning course. They chose the Institute because we had expertise in both creating e-learning opportunities and in the technical psychological content.

RH Projects like this are part of an organization’s 'Duty of Care' to their people—that is, how they maintain the wellness of their employees by promoting their resilience, not just mitigating the adverse effects of their jobs.

What was the product?

TM We developed two courses: Staff Care for Managers and Critical Incidents for Staff. With the first course, we are empowering managers to create the context for growth and healing by leading aid workers in a way that is sensitive to their specific needs and experiences. This course uses a more traditional e-Learning format, with knowledge checks and quizzes.

The second course is designed for actual aid worker, and gives them access to information and resources about how to manage the stress associated with the dangerous environments they are deployed to. The Critical Incidents course is comprised of two videos, 25 minutes each. At regular intervals, participants are asked to pause and try something like a breathing exercise or answering reflective questions. We include a PDF with more exercises that they can practice on their own.

What did the Institute learn from this project?

RH We had a model of e-learning that worked for us and with the wider humanitarian sector. But for one of the courses, the client asked us to explore more traditional models. We discovered that certain standard e-learning models aren’t always better for our content.

TM I like Roslyn’s point. The way things are done in e-learning aren’t always better for the emotional process of learning about one’s own interior, emotional life. Breaking self-understanding into multiple choice questions loses the holistic nature of the way we teach. Traditional e-learning is about attention and knowledge checks. But that can be a strange format for talking about trauma. This is why it was important to us for the Critical Incidents Course to be based on videos of a real psychologist (in this case it was me), talking directly to the viewer.

RH Through the process we all realized that it really was better for people to see an actual person walking them through what’s happening to them when they go through a critical incident.

What's your hope for this material? What's next?

TM We hope that it reaches the people who need it. We want to give aid workers context for their internal experiences and a way to better understand themselves. By using real clinicians in our video content, we provide important moments of mirroring, reflection, and attunement that these learners can’t get in the field. Being seen, heard, and understood makes a world of difference in terms of how you feel about what’s happening to you.

RH We definitely want to keep developing content for ourselves. We have a great filming partner, and we now know what format is best for our content.
Visionary Giving Ensured Our Success

Even in uncertain times, our donors—individuals, foundations, corporations—gave more than ever before. Thank you for your encouragement and commitment to building resilient humanitarian responders across the world.

2019 Annual Fund Contributors

Innovating Together

Collaboration makes us stronger. We are grateful to all those who have given of their time, energy, and expertise to sustain the work of the Headington Institute and so many other humanitarian efforts.

In-Kind Donors

Andrew Birch
Randall Bishop
Jay Berger
Susan Caron
Richard Chinen
Andries Dreyer
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William Guy
Stephen Higgins
Randy Hill
Keith Jespersen
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Steve Leider
Becky Magiotta
Tom McGuiness
James Morgan
Gayle Northrup
Peter Postlmayr
Skip Rizzo
Dr. Terrence Roberts
Mark Swift
Bill Weyerhaeuser

Special Project Collaborators

Carter
DisasterPhilathropy.org
DisasterReady.org
DS Design
eBI Performance Solutions
Fuller Graduate School of Psychology
Global Interagency Security Forum
Gravitate
Harvard Humanitarian Initiative
HRIC Humanitarian Leadership Academy
Institute for Creative Technologies (USC)
Ludlow Kingsley
Maxwell Moser Productions
Parkland Hospital

Helping to create tools that change the conversation around sexual violence

In addition to providing our regular menu of services, clinicians at the Institute are passionate about sharing their expertise with the wider humanitarian community.

This year we worked alongside experts gathered by the Global Interagency Security Forum (formerly the European Interagency Security Forum) to produce a comprehensive guide for staff on sexual assault in the aid community. Managing Sexual Violence Against Aid Workers aims to support aid agencies in preventing, being prepared for, and responding to incidents of sexual violence against their staff. It is intended as a best practice guide to help strengthen existing processes and support organizations as they set up their own protocols.
Financials

Expenses by Program, 2019–2020

- **Total Income**: $1,596,655
- **Total Expenses**: ($1,495,001)
- **Net Income**: $101,654

### Expenses by Program

- **Consulting**: 15%
- **Training Programs**: 27%
- **Research**: 9%
- **Online Resources**: 11%
- **General Administration**: 9%
- **Development**: 7%
- **Program Support**: 5%
- **Counseling**: 17%
- **Consulting**: 15%

### Three-Year Operating Trend

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Income</th>
<th>Total Expenses</th>
<th>Net Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>$1.43M</td>
<td>$216,377</td>
<td>$101,654</td>
</tr>
<tr>
<td>2018</td>
<td>$1.42M</td>
<td>$35,472</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>$1.59M</td>
<td>$101,654</td>
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</tr>
</tbody>
</table>

**2019 Fiscal Year**

- **Total Income**: $1,596,655
- **Total Expenses**: ($1,495,001)
- **Net Income**: $101,654
Our Team

Staff

Melis Aldkin, PhD
Consulting Psychologist

Donald S. Bosch, PhD
Director of Risk Psychology & Heat Training

Marissa Coleman, PhD
Consulting Psychologist

Huong Diep, PhD
Consulting Psychologist

Caitlyn Ference-Saunders, MA
Director of Development

Lisa Finlay, PhD
Director of International Services

Jason Goldstein, PhD
Consulting Psychologist

Scott Grover, PhD
Director of Clinical Services

James D. Guy, PhD
President & Cofounder

Roslyn Hernández, MDiv
Resource Innovations Lead

David Lopez
Office Manager

Tatiana McDougall, PhD
Consulting Psychologist

Jacquelyn Millham, PhD
Senior Consulting Psychologist

Bob Pettit
Executive Vice President

Aaron Rosales
Research Consultant

Brent Stenberg, PhD
Senior Consulting Psychologist

Jennifer Young, PhD
Consulting Psychologist

Esther Yu
Research Assistant

Clinical Staff Retreat, 2019

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Clinical Psychologist

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T. Christopher Martin
Chief Executive Officer, Direct Access Capital, LLC

Karen Osborne, JD
Deputy Public Defender, Los Angeles County Public Defender’s Office

Leah Porter
Vice President, The Capital Group Companies

John Romero
Director of LA County Region, Southern California Alumni Chapter of the Naval Postgraduate School, Center for Homeland Security

LuAnn Yocky
Senior National Director, Transformational Engagement (Retired), World Vision US
To learn more about how you can continue to partner with us in our care for caregivers worldwide, visit us at headington-institute.org.