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

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.
**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.

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**YEAR IN REVIEW**

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

**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.
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.

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.

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.

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

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

Caitlyn Ference-Saunders

Dr. James D. Guy

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.

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.

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.
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**

- **Location**: Southeast Asia – neighbors Thailand, Laos, Bangladesh, China, and India
- **Population**: 54 million
- **Majority language**: Burmese
- **Majority religion**: Buddhism

**Government History**

- **1824 – 1948**: British Colonial Rule
- **1962 – 2011**: Military Junta Rule
- **2011 – 2021**: Quasi-Democracy
- **February 2021**: Military Coup

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.

**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
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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
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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
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Caitlyn & Daniel Saunders
Peggy Schmid
Julie Shelley
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Warren Steele
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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.

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

- **10%** Online Resources
- **14%** Consulting
- **12%** General Administration
- **11%** Development
- **9%** Research
- **19%** Training Programs
- **13%** Counseling
- **10%** Program Support

- **$1,317,935** Total Income
- **($1,131,643)** Total Expenses
- **$186,292** Net Income

Three-Year Operating Trend

- **$1.42M** Net Income, 2018
- **$1.59M** Net Income, 2019
- **$1.31M** Net Income, 2020

- **$186,292** Net Income

- **$101,654** Net Income

- **$35,472** Net Income

- **$186,292** Net Income

- **$1.42M** Total Income
- **$1.59M** Total Income
- **$1.31M** Total Income

- **$186,292** Total Income
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.
To learn more about how you can continue to partner with us in our care for caregivers worldwide, visit headington-institute.org.