



Thriving Forward

2022 to 2023

Annual Report



HEADINGTON
INSTITUTE

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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Dr. James Guy
Former CEO, Headington Institute
(2001 to 2022)



Dr. Diane Flannery
CEO, Headington Institute
(2023 to present)

Greetings from Dr. James Guy and Dr. Diane Flannery

As we come together to reflect on the past year's achievements and look ahead to the future, we are filled with gratitude and a shared sense of purpose. This annual report marks a unique moment in the Headington Institute's journey as we transition from one chapter to the next. When Tim Headington and I started the Institute in December 2000, a team of staff, Board, donors, and professional colleagues was formed to promote the resilience and trauma recovery of global aid workers and emergency responders. Since then, tens of thousands have received tools and support to keep them thriving. It's been an exciting, challenging endeavor, as we helped these courageous people respond to the needs of victims worldwide.

With the January 2023 arrival of Dr. Diane Flannery, a new chapter has begun. Diane has the training, experience, and heart to successfully lead the organization forward as CEO. She is off to a strong start, and the smooth transition has allowed our work to continue uninterrupted.

The need for our mission is greater than ever. With your continued support, the Headington Institute will be there to help for as long as it's needed. Thanks for all you've done to support our mission and encourage us to stretch forward. I treasure the memories of our time together. It's been a privilege of a lifetime to share this journey with you.

Dr. James Guy



Greetings to the extended Headington Institute family! As the new CEO, I am thrilled to join this exceptional organization and to build upon the solid foundation established by Dr. Guy and Dr. Headington. I am deeply committed to continuing our mission and propelling the Institute to new heights.

Our shared journey holds immense promise. By combining the invaluable experience of the past with innovative strategies for the future, we will explore new avenues and amplify our impact. I am inspired by the dedication and passion of our community and am excited to embark on this adventure together. As we look back on the past and move forward into the future, we extend our deepest gratitude to each of you who make the Headington Institute's work possible.

With gratitude and anticipation,

Dr. Diane Flannery



A Year in Review



A Year of Evacuations

This year, many of the Headington Institute's international clients were evacuated at a moment's notice from places like Sudan, Gaza, and Ukraine. One client's story captures the importance of equipping and working with staff throughout various phases of high-stress situations. During a training this past March in Jordan, with many staff stationed in Sudan, one participant shared that she was very nervous about participating in the intensive Hostile Environment Awareness Training (HEAT) training, given past trauma. During the training, she challenged herself to learn as much as possible about herself and hone her HEAT skills. Little did she know that less than a month later, she would have to use what she learned to evacuate the country. Once she made it out of Khartoum, she reached out to the Institute again to process the evacuation. While it was incredibly challenging, she was able to give herself credit for using the skills she learned to keep herself safe. She was proud of herself and could see herself as a survivor with agency. This was a new way of viewing herself and a new belief that she now uses to challenge past perceptions.

SOS Mediterranee

This year, Headington Institute staff supported a small, unique NGO called SOS Mediterranee. This maritime humanitarian organization rescues refugees in distress and often in small craft in the Mediterranean - the world's deadliest migration route. The refugees they rescue include families and children who are often distressed, anxious, haven't slept well in days, and are scared. Our clinical team provided training for the SOS Mediterranee staff who work on their ship, communications officers operating the radio to search for distressed boats, and staff navigating complicated international bureaucracies to negotiate safe passage and ports of call for this vessel and the associated refugees. Our training involved advanced Psychological First Aid (PFA) and workshops on chronic stress and vicarious trauma. We also worked with managers on handling and directing teams working in difficult circumstances. It was an honor to work with these incredibly giving and talented people working in very high-stress situations.





Ukraine

Throughout the ongoing conflict in Ukraine, we have been struck by the mental shift in clients across many organizations as the complexities of war become a normal part of everyday life. There continues to be the lurking fear of big events, but in some ways the day-to-day stressors take precedent. Sirens disrupt sleep patterns, shortages impact appetites. Conversations about exhilarating bravery have shifted to conversations about enduring hope as an act of resistance. We continue our work, providing psychoeducational trainings, one-to-one support, and conducting assessments.

One such aid worker was struggling with sleep issues due to frequent air raid sirens, having trouble concentrating and focusing at work as a result. At the same time, she was working through depression. Our clinical staff came alongside her to provide counsel, focusing on sleep skills, communication skills with colleagues, and problem-solving exercises to help her to access physical revitalization and a new sense of purpose. All of us at the Institute, especially our staff working closely with Ukrainian organizations, continue to admire the strength and resiliency of the Ukrainian people.

Internet Content Moderators

As our digital world continues to expand, so does the volume of online content. This content often plays a crucial role in responding to emerging crises. However, it also means that an individual must view those videos and pictures to help clarify what is occurring as events play out in real time. Internet content moderators play an essential role in reviewing online content. These staff see, hear, and are exposed to all manner of atrocities daily. As a result, this constant exposure to disturbing material puts them at risk of vicarious trauma. To address this, the Headington Institute is partnering with such organizations to provide training and resources to the moderators themselves and their managers. These efforts include both self-care training and trauma-informed leadership guidance.

When reflecting on the training, one manager talked about how she now schedules regular check-ins with her team, actively learning what type of support they want and need from her and familiarizing herself with the organization's resources. These regular check-ins allowed her to be ready when one of her staff was struggling; she was able to quickly recognize that they needed her support, and had built the trust needed to step in and offer it.



Staff Highlights

Within our dedicated team, we are proud to spotlight the exceptional contributions of two individuals whose commitment and expertise have played a pivotal role in shaping our organization's success over the past year

Dr. Sheila Muchemi, a licensed clinical psychologist based in Nairobi, Kenya, specializes in supporting mental health in trauma-prone settings. She obtained her doctorate degree in clinical psychology in the United States while working in various inpatient and outpatient settings. Dr. Muchemi teaches mental health-related courses at universities in Kenya. We are fortunate to have Dr. Muchemi as part of the Headington Institute's global clinical team.

Her role on the team involves delivering training workshops, individual counseling, and leading Hostile Environment Awareness Training (HEAT) training. One of the things she loves about her work with Headington Institute is the opportunity to work with individuals from various cultural backgrounds. She appreciates the training received through graduate training on cultural humility, both formally and informally, as well as her own experiences as an international student living in a foreign country.

From her extensive experience, she explains the isolation aid workers and first responders often face in trauma-prone environments, which can result from cultural differences, a lack of like-minded individuals, heavy workloads, and family responsibilities. Dr. Muchemi also emphasizes that additional work-related and personal stressors can exacerbate the challenges these individuals encounter, including relationship difficulties, conflicts with colleagues, and critical incidents. Much of her work involves helping her clients navigate these circumstances.

Dr. Muchemi places a high premium on self-care in her professional life, recognizing its pivotal role in maintaining emotional well-being. She has learned to become more intentional in pursuing it after the threat of burnout became more acute in her earlier years of work. Dr. Muchemi also carves time for herself through travel, movie nights, community engagement, and spiritual practices. She values personal reflection and daily journaling as tools for self-check-ins and emotional processing. The diversity of tasks in her role, from teaching to training to therapy, adds variety and fulfillment to her work, ensuring she remains grounded and motivated.



Sheila Konyu Muchemi, Ph.D.




Muriel Tyan, MA

We are fortunate to have Muriel Tyan on the Institute's clinical team. Since 1999, Muriel has been working as a clinical psychologist in Beirut, with a strong emphasis on trauma-related work. Growing up in a war-torn region provided her with firsthand insights into the profound impact of trauma on mental health, driving her specialization in this field to help those affected by it. Her journey has equipped her with a toolkit of therapeutic interventions to address trauma, with her goal of empowering individuals to navigate their experiences and foster resilience.

At the Headington Institute, Muriel leads webinars and workshops on Psychological First Aid, Vicarious Trauma, and Understanding Stress, Trauma, and Resilience in English, French, and Arabic. She works with individuals, providing one-on-one sessions before, during, and after deployments by ensuring safety, building support, and addressing emotional trauma. The Institute worked in over 60 countries this year, and integrating cultural sensitivity is paramount in our work. Muriel's experience of living and being trained in diverse parts of the world gives her a deep understanding of the multilayered aspects of trauma. She was exposed to the complexities of war, financial dynamics, and cohabitating religions. Muriel speaks of understanding mental health issues within the Arab Muslim world as acknowledging the cultural context. The concept of mental health issues as tests and gifts from a higher power is crucial. This awareness helps tailor her approach, recognizing that trauma experiences and coping mechanisms differ across cultural backgrounds. Through this cultural lens, she strives to provide effective support that respects and aligns with the diverse perspectives of those she works with.

Given that we support others working in trauma-focused environments, prioritizing the well-being of our staff is a fundamental focus at the Institute. Muriel engages in sporting activities to unwind and rejuvenate after emotionally taxing tasks. Maintaining a robust support network through regular interactions with colleagues and mentors provides an avenue for decompression and new viewpoints. She actively participates in social activities with close and supportive friends. By adopting these strategies, she is well-prepared to provide meaningful support while safeguarding her own emotional wellness.

A close-up photograph of a firefighter in a red helmet and blue uniform hugging a person in a dark blue jacket. The firefighter's helmet has '3M' and 'PETZL' logos. The person being hugged is wearing a dark blue jacket with a white cross logo. The background shows a building with a sign that says 'Kebab Kurat'.

Impact

Our Trainings

The Headington Institute delivers innovative training across the globe, partnering with organizations and staff working in high-stress environments in order to help them maintain their well-being and thrive in their work.

eLearning: Our video-based eLearning site expands access to training through scalable and affordable courses which can be easily accessed in remote locations by phone, tablet, or computer. This fiscal year, **69 participants** earned certificates of completion in courses with a focus on Stress, Resilience, Critical Incidents, and Staff Care for Managers.

In-Person and Virtual Trainings: The Headington Institute team provided **77 workshops** last year for **1,394 participants**. Trainings on wellbeing and best practices were held for both front-line and managerial staff.

Hostile Environment Awareness Training (HEAT): Staff deploying to high-risk locations need high intensity security training in preparation for these assignments. The Institute partners with humanitarian organizations to ensure that these trainings are structured to promote psychological well-being by increasing mastery and self-awareness while decreasing risk of traumatization. **This fiscal year, we ran seven HEATs in Jordan, Norway, and Kenya with a total of approximately 200 participants.**

From our clients

“
These webinars helped me get the tools I need to keep going and change my thinking and emotions. They also help me feel less isolated and less alone.”

“
The HEAT course helped me to know myself better and know my limits better. I now know what risks to take and when to be cautious and be safe.”





Our Assessments

We believe that self-knowledge and organizational awareness cultivates strength and resilience. We partner with organizations and individuals to better understand their experiences, risk and resilience factors, and areas of strength using standardized psychological measures and questionnaires. Confidential individual assessments set participants up for success, while organizational assessments help leadership better understand how they can support their staff and make actionable changes to address staff needs.

1,008 individuals were measured and given results using the Headington Institute Resilience Inventory (HIRI) Survey.

We launched **four organizational assessments for UNICEF** clients in various countries and provided reports and customized feedback.

Our Counseling

Counseling utilizes evidence-based and culturally-informed interventions to support individuals processing challenging and traumatic circumstances. Individual and small group trauma-informed interventions allow staff to learn and apply coping skills to build resilience when an incident occurs, and support individuals navigating chronic stress and burnout, vicarious trauma, and various other challenges.

This year alone, we've supported staff through evacuations, invasions, escalating conflicts, and chronic stressors like harassment, bullying, and burnout. **We've held 820 individual counseling sessions across 60 countries this fiscal year.**

From one of our clients:

“ I benefited from individual support from a Headington Institute psychologist as well as webinar and virtual trainings from the Institute this year. I had a lot of conflict with a supervisor and needed support to prepare for and handle difficult conversations. I also needed support as I was interviewing vulnerable and traumatized women in Afghanistan, and hearing their horrible stories weighed me down. The Institute's psychologist and the webinars helped me stay in this work and bounce back; I nearly quit and was preparing to leave the country before I got the timely support I needed. ”





Our Research

We focus our research on studying the foundational protective factors that promote resilience. We collect ongoing data on Hostile Environment Awareness Training (HEAT) outcomes and on resilience data with global aid workers, using this data to fine-tune our assessments to compare aid workers and their global peers in this field. This year, we are proud of Dr. Esther Nam, a former research assistant that published her dissertation using a portion of the Institute's vast research databases. Dr. Nam is now a lieutenant in the US Navy. Congratulations to Dr. Nam for completing her Ph.D. program.

Dissertation Title: Resilience in Humanitarian Aid Workers: Examining Expatriate vs .National Workers
Primary authors: Esther Nam, Ph.D., Tania Abouezzeddine, Ph.D., Scott Grover, Ph.D., and Andrea Canada Ph.D.

Humanitarian work is historically risky, especially for humanitarian aid workers (HAWs) who often face higher levels of trauma, making them susceptible to mental health issues. Recent efforts to address systemic inequalities in the sector have shifted focus towards studying differences between national and expatriate HAWs, diverging from past research that mainly emphasized expatriate workers. The study found significant distinctions in PTSD symptoms and stress levels between expatriate and national HAWs. Notably, a greater cultural distance was linked to a higher likelihood of PTSD symptoms among HAWs. These findings highlight the elevated risk of PTSD symptoms among national HAWs and the significance of cultural distance as a predictor of such symptoms in this population.

Your contribution in action



64 individuals earned a certificate of completion for one of our eLearning courses.



1,008 individuals were measured and given results using the Headington Institute Resilience Inventory (HIRI) Survey.



This fiscal year we ran seven Hostile Environment Awareness Trainings (HEATs) in Jordan, Norway, and Kenya with a total of approximately **200** participants.



77
Number of workshops conducted



1,394
Number of workshop participants



811
Hours of counseling provided



28
Hours of leadership consultation provided

Countries where we worked

AFRICA

Cameroon
Egypt
Ethiopia
Kenya
Madagascar
Malawi
Mozambique
Namibia
Niger
Nigeria
Senegal
Somalia
South Sudan
Sudan
Tanzania, United Republic of
Togo
Tunisia
Uganda
Zambia
Zimbabwe

ASIA

Afghanistan
Bangladesh
Cambodia
Cyprus
Iran, Islamic Republic of
Israel
Jordan
Laos
Lebanon
Myanmar
Pakistan
Palestinian Territory
Philippines
Syrian Arab Republic
Thailand
Turkey
United Arab Emirates
Yemen

EUROPE

Belgium
Ireland
Italy
Moldova, Republic of
Netherlands
Norway
Poland
Slovakia
Spain
Switzerland
Ukraine
United Kingdom

NORTH AMERICA

Canada
Dominican Republic
Guatemala
Haiti
United States

OCEANIA

Australia

SOUTH AMERICA

Colombia
Venezuela

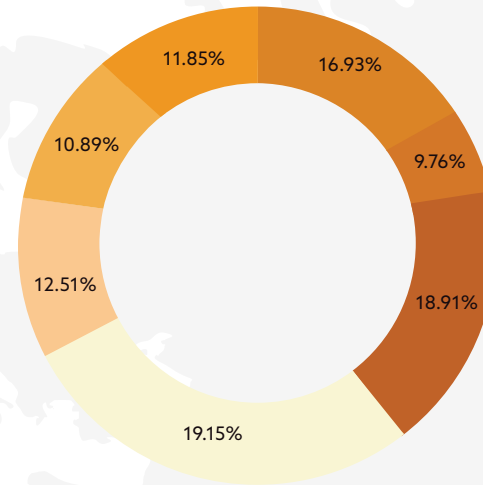


Financials

\$1,356,261.61
TOTAL INCOME

(\$1,219,403.95)
TOTAL EXPENSES

\$136,857.66
NET INCOME



- **\$206,421.91**
General Administration
- **\$119,072.84**
Development
- **\$230,574.99**
Counseling Program
- **\$233,474.37**
Training Program
- **\$152,523.15**
Leadership Consulting
- **\$132,832.12**
Online Resources
- **\$144,504.57**
Program Research

A person is silhouetted against a bright, golden sunset. They are holding their hands up, with their fingers interlaced to form a heart shape that frames the sun. The person's face is partially visible, looking directly at the camera. The background shows a cityscape with buildings and trees, all in silhouette. The overall mood is warm and grateful.

In Gratitude

Our Team

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Retired from Board in May '23*

FY22-23 STAFF AS OF JUNE 30, 2023

NAME	POSITION
Drea Canales, Ph.D.	Consulting Psychologist
Marissa Coleman, Ph.D.	Consulting Psychologist
Caitlyn Ference-Saunders, MA	Director of Development & Operations
Diane Flannery, Ph.D.	Chief Executive Officer
James Guy, Ph.D.	Co-Founder, Former Executive Director
Scott Grover, Ph.D.	Director of Clinical Services
Renée Louve	Business Development & Client Services Associate
Monique Mendoza, Ph.D.	Consulting Psychologist
Jacquelyn Millham, Ph.D.	Senior Consulting Psychologist
Megan Moody, MA	Operations Manager
Sheila Konyu Muchemi, Ph.D.	Consulting Psychologist
Esther Nam, Ph.D.	Research Assistant
Tala Noweisser, MA	Clinical Affiliate
Aaron Rosales, Ph.D.	Consulting Psychologist
Abby Schmidt	Research Assistant
Alice Schrubba, Ph.D.	Staff Psychologist
Kati Shepardson	Research Assistant
Brent Stenberg, Ph.D.	Senior Consulting Psychologist
Kristen Swift	Special Projects Associate
Muriel Tyan, MA	Consulting Psychologist
Shelle Welty, Ph.D.	Consulting Psychologist
Jennifer Young, Ph.D.	Consulting Psychologist

Visionary Giving

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Tech Research

**“ Although the world is full of
suffering, it is also full of the
overcoming of it. ”**

- Helen Keller

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