**SWiM Inspiring Stories**

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Professor Jennifer Philip**

NATALIE HANNAN

I'd like to acknowledge that today I am hosting the Inspiring Stories Webinar on the lands of the Wurundjeri people of the Kulin nations who have been custodians and leaders of this incredible and beautiful land and waters for thousands of years. And I wish to take this opportunity to acknowledge and to pay all of our respects to their elders past, present, and emerging, and also to the traditional owners of the lands that you are situated on today. And welcome to all of you. I'm Associate Professor Natalie Hannan, the Associate Dean for Diversity and Inclusion in the Faculty of Medicine, Dentistry, and Health Sciences. And I believe we have the right to a safe, fair and equitable workplace, a place where gender, sexuality, and sexual orientation, disability, mental health issues, and an individual's background or race should not be a barrier to reaching their full potential. And we are surrounded by impressive and accomplished women breaking barriers and challenging the status quo regarding women and what women can achieve. But yet in 2021, women still remain underrepresented at the senior and leadership levels within our faculty. And so I really hope by having conversations that challenge our systems and inspire leadership from within, this will not only support our talented women in our faculty to reach their full potential, but also shine a really important light on the barriers that women face. So today I'm really very excited to introduce our inspiring guest, Professor Jennifer Phillip, the appointed chair of Palliative Care. Palliative Medicine at the University of Melbourne. St. Vincent Hospital and also in collaboration with the Victorian Comprehensive Cancer Center. Jennifer is an incredibly caring palliative care clinician, researcher, teacher, and leader. She's deeply passionate about improving the ways, improving the way supportive and palliative care is delivered and ensuring that care is underpinned by high quality evidence and that it is delivered by well-trained professionals and carers. Much of her research is directed towards ensuring equity and access to high quality care for people with advanced illness. Jennifer's career is certainly inspiring and following her training in palliative medicine in Sydney, a very niche field to be trained in. She then took on the role of head of palliative care service at Alfred Hospital, where she built from scratch a new palliative care service and a dynamic research program. In 2007, she moved to St. V's and became the Deputy Director of both the Palliative Care Service and the Center for Palliative Care. In 2017, she took on the role as the Inaugural Chair of Palliative Medicine at University of Melbourne, brought together her interests in clinical care and research, and she leads a vibrant academic team, the Palliative Nexus Research Group. That's not all. Jennifer is also really passionate about communication and she continues to teach professional groups of doctors and health professionals across disciplines and settings of care. She's established an accredited communication teaching for medical oncology registrars and workshops in communication with the college of physicians and the cancer council. And when she's not doing all of this, Jennifer loves bushwalking and the natural world, particularly the smell, sounds and wonderful color and scenery of the Australian Bush and coastline. And more recently after 18 months of lockdown, she is embarking on the journey into the world of birdwatching. So Jennifer, thank you so much for joining me today. You are an inspiration to so many both academically and those you serve in the community. So thank you for your work towards improving the palliative care. And I'm sure this can't always be easy.

JENNIFER PHILIP

Gosh thanks Natalie. It's so exciting to be here. I feel immensely privileged to be sitting in this chair. They've been some extraordinary women who you've been interviewing and I've enjoyed watching them and watching you and them talking and learning from them. So congratulations for doing these sessions. I think they're really great and wow, I'm so excited to be here, thank you.

NATALIE HANNAN

Thanks so much. And it's only possible with having these inspiring women to actually have these conversations with. So I really appreciate you taking your time out today. So I hope for our audience, we could maybe start with finding a little bit more about you and your role as Chair of Palliative Care and how you knew this role was for you.

JENNIFER PHILIP

Well, I guess it's going back a little, palliative care was something that I found sort of by default, in medicine, you do a number of jobs and I worked in cancer field for a while, and I really enjoyed that. And I found that very rewarding, but sort of over time realized it was the palliative care components of that, that I particularly enjoyed. And it's just the best area of work in so many ways, it's very interesting from a medical point of view, the medicine and the symptoms and signs and things are very interesting, but much more than that. It's a time when all those other aspects of what makes us human really comes to the fore as well. So people are you having these illnesses negotiated also in the context of a social self, spiritual self, perhaps, or an existential self, a psychological self, and all these things that make us human come together. And been said that at this time of life, it's where people are most mature. If they're ever going to rise to the challenge and respond, it will be at this time. And witnessing that is amazing. Playing a small role in assisting that is also very amazing. If you can improve someone's pain management and that frees them up to do important relationship work, that's important to a life well lived too, then what can be better about work than that? So I think palliative care is a really special area. And I guess the only other piece that I would add is that I love hearing people's stories and palliative care gives you a license to be able to hear people's stories. So that's a lot of fun too. In terms of my career and where I've ended up, as you said I started my senior role in Head of Clinical Service, which was just me to begin with. So to not be as grand as it seemed and indeed my job was to build it, which we did over some years. And that was hard work, but terrific. I was lucky cause I was very young when I took on that role and the Head of Cancer Services at that time was a guy who was incredibly supportive. He was quite sort of hands-off but very available if I needed him, he was very funny. He'd sort of seen it all. And he wasn't sort of troubled by the rough and tumble of hospital politics and such. So he was a great support and he was also quite invested in making sure the role, my role was a success. So he was a terrific person to sort of, I guess, steer me in building that service, which we were able to do in terms of establishing personnel and establishing a place for palliative care at the Alfred. And also it's sort of credibility in the field, which was important. But I found that after 10 years of doing that and being sort of on call pretty much all the time and not having too many other colleagues to lean on, it was, I probably didn't recognize it at the time, but I was probably a bit burnt out. What I did recognize is that I needed to have something else. And so my sort of dabbling interest in research, I thought maybe this was an area. And so I actually, after some thinking through, I resigned from the Head of Service and enrolled in a PhD and continued one day a week clinical work, but did a PhD at that time. Over those years I had babies and then I came back to part-time clinical work. And then when the opportunity for this role came up I took a deep breath and went full-time. So I've big full-time now for four years. But I think that that period of time when I was doing my PhD was an interesting time, both for reflection and for thinking about next stages and building a more balanced career. I learned how to think again, because I've become a bit narrow in my sort of focus I guess. And it also just gave me flexibility and new horizons, I guess. So as a sort of a mature PhD student, it was a really special time for me and quite transformed me to enable this part of my life.

NATALIE HANNAN

Yeah and it's wonderful to hear about how you could take this on, this PhD, which was wonderful opportunity for growth for your own career, but also it at that time worked well in what you wanted to do with your having children and having some more flexibility. And as you say, maybe you were a bit burnt out and also you were looking for maybe something else to steer that next direction for you. And I think it's really important that our audience can hear and see that that that can be really successful to take maybe a side step or a bit more of a spiral way towards the goal. Because when you started out, I'm sure you didn't necessarily plan it that way. But it, some of these detours or things that we do differently can actually be really beneficial to ourselves, our career, but also our family and our circumstances. So I think it's really wonderful. I know we've also discussed this before, as well as yourself, there's been many inspiring women leaders that have been able to work part-time or flexibly throughout their career. Are you comfortable, are you happy to share with us a bit more, maybe some advice on how did you balance your career while raising a young family?

JENNIFER PHILIP

Oh, thanks, Natalie. Yeah, so part-time was a really good fit for me, particularly during that time. I think, when you've got young kids life is just busy and there's so much sort of organization, it's just like the well-oiled organization machine. And I'm sure that many would be familiar with that notion that you're just forever doing sort of handovers almost. Who's gonna do this and who's doing that. And that can be a lot of the conversation, but I, in our household, my husband was also in a clinical academic career pathway. And it was probably clear to us that it was pretty hard or maybe just not possible to accommodate two big jobs on the same trajectory at the same time. And you would know that when you, at certain parts of your career, you really have to put in sort of a fair bit of time or some flexibility, or be prepared to travel a bit or whatever it is, and having both wanting to do that and having young kids, we, I guess recognized, maybe we didn't initially, but we soon recognized that that wasn't going to be possible. And so we made a lot of decisions and thinking it through and we decided and I decided that actually it would be a really nice period of time. And having stepped away from clinical work actually had the courage to do it too. It would be a really nice period of time to work part time. And so initially I was three days a week when I returned to clinical work. And then actually I got up to four days a week, which I held onto by my fingernails cause it was so special having a day off a week to do all the things that you do, even when the kids were at school, having that day off a week to, I don't know, I did canteen duty once a term, and that gives you all those insights into the playground and how it all works and who does what, and knowing some of the other parents and that sort of thing, which was, I guess, helpful, but wonderful as well, I was part of the community. And even when the kids got bigger and didn't really want me, need me or want me to do all that stuff in the same way, actually still hold onto that one day a week, again, just a household ticking along and having that space for yourself. Often, I would end up doing a bit of work on that time, but it was always my choice rather than having to, but I would say that in order to work part time, you do have to make some clear decisions and be confident about them and stick to them. And I'm happy to talk a little bit about that, cause we've discussed this a little with--

NATALIE HANNAN

Yeah, yeah. So I guess reflecting on, I think it's about our own permission for our own selves or our own expectations of what comes and how quickly. And it might be that some people might traverse multiple roles. And so therefore they might not be as strong in their original when they were full-time in that role. Now, if they're part-time in that role and part-time in another role or it could be as you say full care responsibilities and other things. But I think as we've discussed before Jennifer along the lines of how do we allow ourselves to realize the trajectory could be a little bit different and normalizing that?

JENNIFER PHILIP

So, yeah, I think by making a decision and making an informed decision that this is what's good for me at this time, I'm going to work part-time. And I think if it's a definitive choice and you thinking through the pros and cons, it's imminently possible and it doesn't mean that you miss out, it might mean that it's a different trajectory or takes a little longer cause actually you working less in that role, but it doesn't necessarily mean by any means that you miss out. I think, and I sort of want to emphasize this point of making a definitive choice because you will have pressure put on you. Inevitably, I mean, there's the guilt of course, that goes both ways, but inevitably your day is not when the parent open day at the school or whatever it is. And so, oh, well, that's just what you can do. But also there's also pressure and I'm sure many would have felt this before that there's the, everyone else can do this meeting on the Thursday. Oh, I know it's not your day, but there's that pause. And of course you think, oh, maybe I should do it or blah, blah, blah, potentially I could do it. But I think that you just need to halt them and don't feel guilty about it. I think if there is a meeting and it really can't be on any other day, then offer some sort of work around, maybe offer to read the minutes or you can make comment on the agenda or whatever it is. But I just think you've made the decision. You actually not fair on that day. And so be it, and you'll put in, but not on that day and that you won't necessarily progress at the same time as your contemporaries. So you need to, in that definitive point, you've cognizant of that, but that doesn't mean that you won't progress. And I guess I've been able to achieve the things that I wanted to achieve, maybe four years behind someone else.

NATALIE HANNAN

Yeah and I think it's important to recognize that if it's a decision that sits well with you and you're happy about that, then hopefully you'll be happy about some things that might take longer, but we do know that regardless of caring responsibilities, women often do trail behind. So I think it's thinking about how to mitigate some of those additional things as well, and thinking when we go on, for women who go on maternity leave or have increased caring responsibilities might be looking after parents or something that we try and think about how we could mitigate some of that. But also as you say, normalizing for ourselves, that it's okay that we are on a slightly different trajectory if that's what we choose. So I think, yeah, it's really important. And as you say, it's dependent on what the family situation is as well. And I think I've mentioned to you more recent, my husband and I also realized that we both couldn't have huge full careers at the same time. And, I guess for us, we're trying to take turns in some way. And so at the moment he's, increased the caring responsibilities he has. So to try and help either make it back on track if that's why we see it, or this is potentially my time to go for those things. So I think, yeah, working flexibly and thinking about all of the dynamics is really important, particularly in academia. And we know that workplace flexibility is an enabler of gender equality and it offers the ability to retain women in the workforce. But it also, as I just mentioned, can support more men to take on those caring responsibilities. There's been lots of studies to show important and really good productivity and revenue generation if we're talking about economics for an organization that thinks, and really acts more flexibly. So we've touched on the expectations of ourselves. Do you have any other thoughts or tips on how as an organization we might be able to do this a bit more creatively?

JENNIFER PHILIP

I think, so it's interesting. I mean, there's a lot of not good things have come out of COVID, but one big thing that's come out of it is the organizations just having to rethink everything, how they do everything and how the work from home thing might happen. And I think that there are so many possibilities of us being able to do this creatively, just supporting people to work part time, in an environment that works for them. And that enables them to be as productive as they can I think was a big revelation for many organizations at this time. I think the other thing that was sort of implicit in what we were talking about is that if you do take time off or work part-time for a period of time, and then maybe suggesting or planning to return to full-time or maybe not, there's so many years of work that are still to come. I don't know that I probably plan to work till I'm 70, I would think, maybe, maybe even more, I don't know, but there's so, that's a lot of working life for me to do those other things. And so I don't think that we need to miss out. So from an organization point of view, getting back to your question, I guess, investing in staff and investing in them long-term is clearly a productive and smart thing to do.

NATALIE HANNAN

Yeah, yeah and I think that's what we're seeing more of if we actually think about it for whole of career and not just for that, these certain times or certain periods in career, if we were a bit more mature about our thinking with that, we might actually be able to support I think a workforce rather than just thinking through that's a number, that's a person at any one set time. So I think, yeah, there's things that we can definitely do in that space. So I was reading a recent nature article that was published last year. And in that it focused on the hidden costs, I guess, of busy lives for academics. And we've touched on a bit of this and the article uncovered that there's an often silent but real issues that as academics, we might seem to be getting through all the day to day tasks, the administration, but we might be missing, or it might be at a cost to time with family as we've talked about, and also other parts of our work. So it might be meetings with students or that real creative, other side that doesn't necessarily have a tight deadline. And in this article it was acknowledged that there's been a big increase for universities, to focus on things, moving through human resources department, to provide things like wellness workshops and online resources, which is a really good step obviously forward. But ultimately the article came to the conclusion that the shift needs to come from academics themselves, and to be proactive in their own pursuit of balance and also supporting their colleagues, their staff, and their students to do so. So ultimately calling for a systematic shift in the culture, which I think, that's why I wanted to talk to you a bit today, is I think you've embodied someone who's been able to do that at certain times in your career. So you can have full meaning with your family life, but also with different aspects of your job. So your teaching, your research, your clinical, and I guess I was hoping to kind of touch on, we've touched on a bit of this, but what are your thoughts on the importance of the universities and the academics themselves really making this commitment to this shift, particularly after 250 plus days of lockdown in Melbourne and we've got cases rising, there's real potential here for burnout and mental health issues. So I just wondered if you had any additional thoughts on how important this is for the academics themselves to start thinking about this balance?

JENNIFER PHILIP

Oh yeah I couldn't agree more. And I think whatever way that we can do it, I think there are probably organizational mechanisms and you touched on some of those, but then there are also individual group, research groups, but also all our professional groups, but also for the individual person. And one of my mentors who I admire very much, she was talking about her husband was an academic and she was bustling around one morning trying to get out the door. And he was sort of lying on the couch and she said, "What are you doing lying on the couch? I've got all these meetings and this, this and this." And he said, yeah, her name he said, "They don't pay me to rush around and do meetings. I get paid as well to think." And I thought, oh gosh, there's something really to that. But you really do need, and you need time. You need actual time to think as you were implying the big picture time and.

NATALIE HANNAN

Yeah. And these things that I think we don't automatically, there's no, there might not be a tangible thing that day, but we know if we don't keep coming back and I guess watering that garden or attending to those other commitments and relationships in the workplace or in our personal lives, if we just keep doing the list, the checklist to get through the deadlines, then we miss some of those things. And I think it's really hard though somedays as a, you'll have a lot of tasks that you just have to get through. So I think, if we as an academic culture, try and shift that perspective and think about the importance of that third space, that creative thinking that our students potentially, and also our families or our communities that we need to also be involved with. I think it's something that we're gonna face some serious issues going forward, if we don't try and look at that as an important piece, as well as the checklist to get through.

JENNIFER PHILIP

I absolutely agree. I think that I mean that's what we all went into this for, was that we're attracted to ideas and we're attracted to thinking, and as you say, this is indeed why we are here and what is required of universities. And so we just, I think we need to make the space. And in the same way, we were talking about definitive decisions around working part-time, we need to make definitive decisions around creating that space. And the list is always gonna be there. It's just never gonna go away and there's never gonna be less than 15 things. So how do we do it? And I think we just need to make time. I know that sounds sort of perhaps trite, but that's all that we really can do and make, perhaps it's the thing that we do, perhaps it's walking or something that is the time that we can do it, but we need to turn off the podcast and turn off the thing and actually just almost get a bit bored because when you get bored, then that's when the most wonderful ideas come. But.

JENNIFER PHILIP

I think it's around discipline Natalie, and that's for me is one of the hardest things that.

NATALIE HANNAN

Yeah and I think for myself, and I'm sure many of our audience members, I think it's now about normalizing it and actually celebrating that we can do both or all, but we probably have to set clear boundaries and realize what is okay for us and what is perhaps not, and work towards, I guess, saying no to the things that we don't necessarily need to do, particularly at this time when burnout is looking like a very real possibility for many in our faculty. Before we move to the audience Q&A portion, I just wanted to ask, we always talk about mentoring. And you mentioned you had a brilliant mentor in your early career which I think is part of why you wanted to go down that path. And I think that's brilliant. What's some of the best mentoring advice. It might be something obscure that you've heard. And perhaps at the time you didn't realize, but that you needed to hear as a woman, I guess, in academia or in clinical research.

JENNIFER PHILIP

So that was pretty good advice from that person is to privilege the thinking time and know that that's actually an important part of what you do. I think one of the things that as you get more senior, you go to more meetings and no one ever really tells you or teaches you how to manage in a meeting. And I remember being quite surprised at all the things that went down and the way that decisions were made and power sat around the table. It was sort of, I think, fairly ineffectual, probably the first few years that I was going to meetings, but being given some advice around that was very helpful. So really pragmatic things like, so I'm not the most noisy person, I'm quite sort of shy and retiring in lots of ways, but so taking that on notice and thinking, okay, so how do I work with that? Okay so sit next to the chair. So that means that you're part of the thing. And if you say something, it will be heard. If you want to make some points, I used to, I'm less sort of diligent about it now, but I write them out so that I know, and I'm sort of aware. And then I make them and I make them in full and I'm confident and I save them to the end. This woman, who's quite a senior person said if someone sort of coming at you, if they've got a very overbearing sort of forceful in your face approach in saying, look, John, understand the number of people might see in that light. And there are many others who would suggest this way. So it's sort of being yes, and, but not sort of necessarily backing down. And I guess just knowing how decisions are made and seeing that and potentially calling it out sounds probably more confrontational than I would sort of feel comfortable doing it, but just so maybe pointing it out, I'm just not sure how we arrived at that conclusion. Can we talk through that again? So those sorts of things, I think they really helped me just sort of understanding what you do in a meeting and how it works and including sometimes the decisions aren't made at the meeting, even though they meant to be so finding out how that all works.

NATALIE HANNAN

Yeah, I think that's really good advice that we're not trained to understand the power dynamics of meetings where big decisions are made. And I think, yeah, just, that's some great advice to think if you have got a really important point to write it down and maybe even practice it beforehand so that you feel comfortable when you're going to speak up and say it. So yes, that's something really good I'm sure for our audience to take away, to think about, I'm gonna open up the Q&A portion now of the conversations from the audience. So if anybody would like to either use the raise hand function and unmute yourself, please feel free to do that. Jennifer's very happy to answer any questions. And if you prefer, you can also pop that in the chat and I can read it out if that's the preference. So while the audience are thinking about questions, I guess I just wanted to come back a little bit to more your role as Chair of Palliative Medicine. And I know you've got a particular focus and passion to make sure that you, particularly more recently, that you've really focused on that equity of access for people in order for, I know you've worked with different settings, such as prisons and with people from different racial backgrounds to make sure that they're cared for in that time, which I think is really important. Why was that so important to you? And I think I've met you a little bit and I can see how kind and generous you are but did that come from your research or is that something more, I guess, in yourself, your values?

JENNIFER PHILIP

I think certainly, it's probably both. I think I grew up in a household where social justice issues were fairly important. And as a teenager, I was interested in medicine cause I thought I'd go and work in overseas aid situations. But in my training, I realized I was not very good at sort of emergency surgery, sort of high stakes things. So, and I was hopeless at anaesthetic. I didn't feel that I was gonna be all that helpful in those emergency situations. So I'd needed to look for another area. But probably that didn't really leave me that notion of equity. And so working in healthcare, we have such a great healthcare system in Australia. Of course, there's lots of faults with it, but compared to so many countries where we're really lucky and yet even in our great system, there are people who fall through the cracks or are subtly, or perhaps not so subtly judged or for whatever reason, they don't get the same outcomes of care as others. And for some it's geography and for some it's diagnosis and some it's sort of community or cultural thing, then sometimes I guess it's social disadvantage. So, that's very apparent when you're working and I guess that in this research area that has been incredibly interesting and really rewarding, and we've met some great people and some really wonderful people who I admire, who are passionate about this area, but I guess it's a coming together of those social justice issues, but also interesting overlay of illness and cultural factors and system complexity and stuff like that. So that's clearly what I thrive on is thinking through those sort of issues. So in a way it makes a lot of sense, but we've been doing as work, as your said, with people who are in prison who increasingly with, as a result of social policy, there's more and more older people in prison, but prisons are built for young men usually. And so how do we as a society care for those people who are facing advanced illness who are in prison and still in prison, and maybe not likely to get out of prison before they die. So there's lots of interesting layers upon layers of issues that need to be worked through. And you can't solve them all, but you can certainly raise them for awareness. And at some point there are some community conversations you have around this as well.

NATALIE HANNAN

It's really important work. And I'm sure quite complex when you layer in the different things. So yeah, I found it really interesting and really admirable. And so I just wanted to touch on that and wanted to thank you for that work. We do have some questions in the chat. So one of my very good friends asked how do we help others to realize that our trajectory might change at certain times of our lives as a working mom now at home with four children, home-schooling, I find that not only hard to alter my own expectations of myself, but also the expectations of others around me, especially when they might not have had these particular experiences themselves. Do you have any advice on that?

JENNIFER PHILIP

Look, it's a great question. And I'm thinking on my feet rather than having advice on that.

But I think that we need to make it overt. I think that we actually need to highlight it to people and it can be done in a way that's not perceived as a complainy sort of way. It can be just this is how it is. And these are the decisions that have to be made in order for my kids to thrive or in order for me to be able to work from home, I need to be able to do these things. And I think we often just think that it's obvious because we're living it, but it's maybe not. And particularly the people who we're talking to haven't faced the same challenges. So I don't think there's any problem. And I think we should point it out. I think it would be interesting to, there were others who were in the same situation and whether there's opportunities to sort of as a group, point out these are the issues that we as a group in this stage of our career are facing and be aware of these. And--

NATALIE HANNAN

Yeah and it's certainly something I'm raising up, trying to raise up through the faculty and to the deanery to talk about these issues for women. Because I do think women, even though it's not just women, women are certainly, and we know this from studies bearing the brunt of the homeschooling and the additional caring responsibilities that come. And so I think also it's kind of like that relative to opportunity or career interruption section that we have to write for grants. Maybe we have to do that in emails to people now going forward and just say, this is what my world looks like this week. I'm not gonna be able to take that on and hopefully give ourselves permission and not feel too bad about that this time because I think that will lead to burnout and when we have increased stress. And I say this to myself because I don't always, I'm reflecting on this question now, it's a brilliant question. And, I think that's what I'm gonna be trying to tell myself going forward at this time. We do have another, and we do have another question. They want to know in your current role, do you still work hands on with clients and how have you managed the emotional side of working in palliative care? They're asking as they're working on a career change into this area.

JENNIFER PHILIP

So yes, I do limited amounts of clinical work now so I do outpatient work, which means that I can, it's sort of confined and not, doesn't extend over the whole week. So that's manageable for me. It still can be, the people facing all sorts of things who you see in outpatients. How do I manage that emotional work? So palliative care is well set up in terms of we look out for each other. We're the ones who are always the ones asking if people are okay and we have teams so that we tend to lean on each other in teams and we are good at debriefing. So we're, it's a good specialty in terms of supporting each other. I do think that there is value in understanding my own stressors and being aware of those. And then when those sort of come into play, either because they're triggered by a particular patient or that I recognize why I might be feeling a bit more involved in the situation and then I have strategies. And again, that might well be drawing on the wisdom of a colleague or such or the support of a colleague. I think it's very manageable, but again requires some thinking through and just a little bit of vigilance towards what are your particular areas of, cause we all have them in all parts of our lives, but what is my particular areas that might be triggered in this situation and having some strategies of how to manage it. So reflection and strategies I think, and drawing on your colleagues.

NATALIE HANNAN

Yeah, that's great advice. And I think, I mean, even outside of palliative care, drawing on your peer networks, particularly when things are hard and now might be the time as well to really try and get that support from your peers as well. just to lift off some of those, as you say stressors and anxieties, but I can imagine it must be particularly difficult on some days in what you do. So I think, yeah, again, thank you so much for the important role you play, particularly in this time for people. So before we move off to the next section, I always like to end the inspiring stories with my speakers to find out if you have any final advice or a takeaway pearl of wisdom you'd like to impart with the audience?

JENNIFER PHILIP

Oh thanks Natalie. So I was thinking about this and I thought of so many things and, of course, nothing that I would say has not been said or thought before. However, I think that something that has been very helpful for me is to not necessarily try to change who I am to go up the ladder or managing this situation or whatever, but to be very aware of what are the key characteristics that I bring to it? And they're not faults or strengths, it's just who I am and then being aware of those and working with them. So sometimes, I'm the one who's not gonna be the early life of the party person, but if I need someone who, and so I don't make decisions quickly or I don't make a lot of noise, but if I need to make a decision, I'll say, oh, look that's important. I recognize that. I'd like to think about that and I'll come back to you. Or, I'll bring along my people who are really good at answering questions on their feet and they could answer those ones and I'll do the other bit of thinking. Well if there's great distress or emotional tension in the room, I'm quite good at that. And quite comfy at that so I'll, so just know yourself and be aware of the workarounds if it's an area that you feel a bit less comfortable in, that would be my thing. So don't change, but be authentic and find workarounds.

NATALIE HANNAN

Love it, yeah, that's great. All right finally. So if you work tomorrow and you're a boss of the university, so you're appointed the BC and you could change one thing for our university to truly enhance diversity, equity and inclusion. What would that be?

JENNIFER PHILIP

You will have heard this before, quotas, gotta have quotas. I think, yeah born out again and again, it's not a level playing field. We just need quotas and we need support so that people are there to be able to be in the position. So we need mentoring like what you're doing and quotas.

NATALIE HANNAN

Yeah I think that's really important. Otherwise we can't know where our baseline is. We can't know what we're striving for, what we're trying to achieve and improve on. So I think, yeah, that's great. Thank you so much, Jennifer for your time today and sharing with us some of your thinking and a bit about your journey and what's worked for you. To our audience, I hope that you all enjoyed today's conversation with Jennifer. I look forward to bringing an inspiring conversation with the Head of Population and Global Health School, Nancy Baxter on the 9th of November. And we'll be talking about systematic or systemic barriers for women in academia. And thank you so much, Jennifer.

JENNIFER PHILIP

Thanks Natalie, it's been fun. I really appreciate it.

NATALIE HANNAN

Brilliant, thank you.