

Standing Orders for BAOMS Council, BAOMS Trustees Meeting and Endowments Sub-Committee 2020-22

Presented to BAOMS Council December 2020

Introduction

BAOMS Council, BAOMS Trustees and Endowments Sub-committees are defined within the [Memorandum and Articles of the Association](#).

Standing Orders (SOs) provide some more detail of the working of these important committees and direction / guidelines for those attending.

The membership is in two groups. The first, the core group, are expected to attend every Council meeting. As with the Royal College of Surgeons Council, poor attendance or absence from more than two Council meetings without a legitimate reason will be followed up by one of the Trustees or Chair. The second group - 'extended members' - are welcome and encouraged to attend

- where there are agenda issues to which they could meaningfully contribute
- where they sometimes may be required to attend by Council.

Timing of Council Meetings and Endowments Sub-Committee Meetings

BAOMS Council meetings traditionally take place 4 times per year in Spring (March), Summer usually alongside the ASM, in Autumn (September/October), and Winter (December). Given the current COVID, the delivery of the ASM is dependent on national guidelines.

The Endowments Sub-Committee meets immediately before the Spring and Autumn Council Meetings.

Virtual and Hybrid Meetings during the COVID pandemic

The nature of virtual meetings means that they need to be shorter and more focussed. A recently published summary of getting the most out of virtual meetings from a human factors perspective is available from: [https://www.bjoms.com/article/S0266-4356\(20\)30202-3/fulltext](https://www.bjoms.com/article/S0266-4356(20)30202-3/fulltext)

Submitting material and Reviewing the agenda pack before Council: Shorter meetings will place more emphasis on Council members contributing their reports or material in good time and reviewing papers of the agenda pack during the two weeks before the actual meeting. Members of Core and Extended Council are asked to identify time to undertake this important duty and leave comments on the Council website ahead of the meeting. The Chair will use these comments to focus discussion on the day of the meeting to issues/documents which need discussion/voting.

Formal Proposals and Changes: The nature of virtual meetings makes discussion more difficult. This places more importance for those making proposals to document these clearly and submit them in good time. Access to virtual meetings has an advantage of allowing those developing documents to have preliminary meetings to refine proposals or documentation using one of the three BAOMS GoToMeeting accounts.

Key steps in making changes: Council members are reminded that the steps recommended to make proposals depend on the level of changes that are to be considered. Changes which require modification of the fundamental rules of our Association (the Memorandum and Articles) are usually brought to Council for discussion and agreement initially. The final version is then sent to BAOMS voting members at least 42 days before the Annual General Meeting (AGM). A formal vote is taken at the AGM. During COVID, it may be advantageous to use an approach which has been used previously, such that a proposal which was anticipated to generate controversy, an electronic vote of the whole voting membership may be undertaken.

Papers proposing changes to Council or other BAOMS processes not defined in the Mem & Arts and proposals seeking 'votes of support' by BAOMS Council for particular issues should be submitted in good time with the Agenda documents. Under normal circumstances notification of Any Other Business is requested the day before Council meetings. For virtual/hybrid meetings more notice is requested if possible.

Appointments to Key Roles By Council

Normally when a position within BAOMS becomes available or is needed, the potential vacancy will be highlighted to those who are eligible to fill it in good time prior to the next meeting of Council. Expression of interest will be requested with information about the job description and person specification of the role. Expression of interest will be circulated with the agenda pack of the next meeting of Council to allow due consideration to be given. Voting members of Council will then approve or select the best candidate. If a vacancy needs to be filled between Council meetings, an interim appointment may be made by Trustees but normal process will be followed to make the definitive appointment.

Minutes and Action Points

Draft minutes will be generated within 4 weeks of meetings and circulated initially to the office holders, and shortly thereafter to all members of Council (core and extended). Final minutes will be posted on the Members Section of the BAOMS website. Minutes are formally signed off at the subsequent Council meeting - subject to approval.

Requirement for Members of BAOMS Council to have active involvement in their roles

By accepting their positions on BAOMS Council, all members also agree to accept potential specific roles (portfolios) to which they may be allocated. Council members should respond promptly to e-mails or other communications whether from the BAOMS Office or other Council members. If a delay of more than a week is anticipated (holidays etc), the BAOMS office should be informed. Delays in communication cause delays in actioning and can sometimes reduce the efficiency of BAOMS in serving its members.

Elected members of Council will have portfolios allocated and will be responsible for progress and delivery on their specific portfolio. They are expected to generate a forward plan for their portfolios and review their activity at the time of the December Council meeting, ideally in an annual written report &/or as a personal appraisal (see below).

Members of Council should attend all meetings possible. They should send formal apologies when unavailable.

Reports should be submitted to BAOMS Office in advance of the meeting even if not attending personally / tendering apologies.

Core members of Council who are unable / unwilling to fulfil the roles allocated to them by Council or consistently miss meetings / report delivery may be asked to consider standing down to allow election of suitably motivated replacements.

Annual Self-Appraisal and individual appraisals.

All unpaid members of the BAOMS team are expected to complete an annual self-appraisal/review with a mid-year mini-review based on their work for the Association. The main objective of these reviews is to highlight the work done for our members by the BAOMS team but it will also ensure that BAOMS is supporting all those working for the Association. These documents should include 'Action Points' delivered as well as any other initiatives / innovations - and indicate any resources or support they might need from the Association. Formal appraisals by the Chair of Council may be requested by any Council Member, or arranged by the Chair of Council when there are concerns about performance.

Trustees' Meeting

As a Charity, the Trustees of BAOMS have specific duties, mostly financial but also administrative. They are governed by the provisions of the Charities Act and other legislation, and are *personally* accountable for the business side of the Association.

The Trustees meet on the afternoon before the Spring, Autumn and Winter meetings of Council. Non-Trustees are welcome to attend these meetings as observers, provided they give notice of their attendance.

Trustees list

The Trustees are expected to attend every Trustees meeting. A quorum will be four Trustees.

Post	Voting	Trustee
Chair of BAOMS	No	No (attends as observer)
Deputy Chair (when appointed)	No	No (attends as observer)
President	Yes (casting)	Yes
Vice President	Yes	Yes
Immediate Past President	Yes	Yes
Hon Secretary	Yes	Yes
Hon Treasurer	Yes	Yes

BAOMS Council

Is responsible for the management of the business of the Association. BAOMS Council exercises all the powers of the Association and is its executive body. A quorum is 8 voting members.

Core Group BAOMS Council

The core group, are those who are expected to attend every Council meeting.

Post	Voting	Trustee
Chair of BAOMS	No	No (attends as observer)
Deputy Chair (when appointed)	No	No (attends as observer)
President	Yes (casting)	Yes
Vice President	Yes	Yes
President Designate	Yes	No
Immediate Past President	Yes	Yes
Hon Secretary	Yes	Yes
Hon Treasurer	Yes	Yes
Editor of BJOMS	Yes	No
Chair Consultant & Specialists	Yes	No
Deputy Chair Consultant & Specialists	Yes	No
FiT Group Chair	Yes	No
FiT Group Deputy Chair	Yes	No
JTG and members Chair and Deputy Chair (one vote)	Yes	No
Associate Fellows representative	Yes	No
Associate Fellows representative	Yes	No
Elected Members of Council (6)	Yes	No

Members of the core group are expected to attend all Council meetings. If a core member attends less than 3 meetings per year their attendance will be discussed as part of their annual appraisal.

Extended Members of BAOMS Council

Extended Members are welcome to attend especially where there are agenda issues to which they could meaningfully contribute. Extended Council members may sometimes be required to attend by Council. When not requested to attend, they should give notice of their wish to attend.

Extended members of BAOMS are *non-voting* members of Council.

Chairs of Sub-Committees who are not already listed above

Chairs and Deputy Chairs of SSIGs and Mini-Groups

BAOMS Web Editor

RSPAs and BAOMS Regional Reps (Ireland, Scotland)

Duly elected Presidents prior to becoming President Designate

Chief Executive of Saving Faces/Chair of NFORC

Declaration of Conflict of Interest

All membership of Council should submit a declaration of conflict of interest form each January and provide an updated declaration if their circumstances change in a way which may generate a conflict of interest.

Endowments Sub-committee

The Endowments Sub-committee oversees the award of clinical and research grants and prizes in accordance with the Memorandum of Association in a manner agreed by the Council. This gives Endowments a key role in the function of the Association, and a duty to disburse funds in accordance with our Charitable and Educational objectives - these are defined in the BAOMS Mem & Arts.

Endowments Sub-committee meets immediately before the Spring and Autumn meetings of BAOMS Council and is chaired by the Honorary Treasurer, or in their absence in order of precedence by the President, Vice-President or a Council member elected by the Sub-Committee. The Chair of Endowments will present the results of the sub-committee's deliberations to Council for their approval. Its recommendations for funding and/or prizes can be accepted or rejected by Council. A quorum will be 7 members.

Draft minutes and action points of Endowments meeting will be made available to members of the Endowments Sub-committee and core/extended members of Council as soon as they are available.

Applications for funding should be made on the appropriate forms, in the correct format and following the clear timetable. Late, incomplete or retrospective applications cannot be considered.

Core Group BAOMS Endowments Sub-Committee

Post	Voting	Post	Voting
Hon Treasurer (Chair – Casting Vote)	Yes	Editor of BJOMS	Yes
Chair of BAOMS	Yes	Nominated Elected Member of Council	Yes
Deputy Chair (when appointed)	No	BAOMS/RCS research lead	Yes
President	Yes	Chief Executive Saving Faces	Yes
Vice President	Yes	FiT Group Chair / deputy Chair	Yes
President Designate	Yes	Junior Trainees and Members' Rep	Yes
Hon Secretary	Yes	Lay Representative	Yes
Immediate Past Honorary Treasurer	Yes	Immediate Past President	Yes

Members of the core group are expected to attend all Endowments Sub-Committee meetings. If a member attends less than 3 meetings every 2 years their attendance will be discussed as part of their annual appraisal.

Core members of BAOMS Council are welcome to attend Endowments Sub-Committee meetings as observers. If they wish to attend, they should give advance notice of this wish to the Chair so that numbers at the meeting can be managed appropriately. Additional individuals may be co-opted onto the Committee as observers/advisors if their expertise is needed.

Other Sub-Committees

Other Sub-Committees have been asked to draft individual Standing Orders which will be reviewed separately. In addition to the Sub-Committees mentioned in the Mem and Arts, Council has the power to appoint standing or other Sub-Committees, Working Parties etc as necessary and any other member of the Association may be appointed to these committees. *The President, Honorary Secretary, Honorary Treasurer and the Chair of Council shall be members of all such committees.*

Standing Orders and Meetings of Groups Within BAOMS

Groups within BAOMS, for example the Consultant and Specialists Group (CSG), Fellows in Training (FiTs), Associate Fellows and Junior Trainee Group have their own standing orders which are published on the BAOMS website. Groups should meet formally at least once per year, in a meeting which is usually during the Annual Scientific Meeting/Annual General Meeting. Online meetings can be organised using one of the 3 BAOMS GoToMeeting accounts.

Memoranda of Understanding (MoU)

These are written to define the relationships between BAOMS and other organisations. These are available on the Members Area of the BAOMS website.

Observer seats are available for BAOMS Council meetings in 2021. There will be opportunities at meetings of Council for members of any level to join as observers. For further details please email office@baoms.org.uk.

Inclusion, Equity & Diversity

Sat Parmar (2019 President): "As the Immediate Past President of BAOMS, I have always viewed the specialty of oral and maxillofacial surgery as the natural bridge between the two professions of dentistry and medicine, in a unique position to appreciate the value of inclusion, equity and diversity. Within our specialty's broad family we are fortunate to include permanent and temporary staff, trainees and trainers, dentist and doctors, associated dental and medical professions, patients and carers, specialists from our own and other specialties.

OMFS and BAOMS are both strengthened by our diversity. The variety of skills, characteristics, and attributes offered by our members creates vitality and success. Maximising the diversity of our members and leaders allows OMFS to benefit from the rich talents and different perspectives of all.

As an Association, BAOMS profoundly respects, values and promotes diversity and inclusiveness among all the individuals and groups, professionals and volunteers, and also the corporate bodies and other charities with whom we interact, collaborate, and partner.

For OMFS to have a strong future we must recruit, support, and promote talented, diverse surgeons who create a work environment that embraces and celebrates diversity, promotes inclusiveness, and treats all with dignity and respect.

Insofar as we can, we will aim to promote inclusiveness, diversity and equity as we deliver our charitable objectives to promote the advancement of education research and the development of Oral and Maxillofacial Surgery and Oral Surgery in the British Isles and to encourage and assist postgraduate education study and research in Oral and Maxillofacial Surgery and Oral Surgery."

Travelling expenses – please travel economically. Book early and use advance tickets

When all members of Council travel, we would ask them to remember that their expenses are refunded using our members' subscriptions. As meeting dates are planned many months in advance, we encourage people to use economical travel options when possible.

BAOMS recognises that occasionally, clinical commitments may mean that Council members may not be able to travel on the "fixed" advanced (cheap) booking. If this happens, we can refund both tickets.

The Honorary Treasurer and our auditors monitor our expenditure on travel as part of our 'due diligence' as a charity.

Reimbursement of Expenses

Expenses will be reimbursed to your bank account directly by the BAOMS office staff against receipts (ideally submitted within 4 weeks). The receipts are needed by our auditors, so we are quite strict on this and will not usually refund expenses without receipts. To receive refunds to your bank account you must complete a BACS form. If the amounts are small, the office may roll a few payments together to reduce both bureaucracy and transaction costs to the Association.

Other notes on travel expenses

Car Travel

For all engine sizes a mileage allowance of 45p will be paid for journeys of up to 100 miles. Over 100 miles fuel receipts will be reimbursed.

Rail Travel

Please book ahead and use Advance tickets if possible. Remember if you book ahead and, through an unexpected change in circumstances, you are forced to change and buy an extra ticket, we will refund the price of both tickets. Well planned travel should mean such changes are very rare. Please remember that First/Business Class travel will only be refunded for journeys exceeding 90 minutes.

Airfares

The cheapest reasonable tickets should be booked. For international flights Key Travel may not be the cheapest but are worth phoning for advice. If the difference is significant, please book the flight yourself and apply for a refund with your receipt in the usual way.

Bicycle Journeys

Mileage will be reimbursed at 20p per mile (the standard NHS rate).

London taxis will not be refunded

Public transport rates to and from station will be refunded.

Travel and Other Expenses for Sub-Committee meetings

Meetings should normally be via teleconference or GoToMeeting where possible. However, if that is not possible then please ensure that off-peak tickets are used.

Expenses should be submitted with receipts within 4 weeks.

Review

Human factors recognition at virtual meetings and video conferencing: how to get the best performance from yourself and others

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Abstract

During the current coronavirus pandemic, social distancing and restrictions on travel have resulted in a dramatic rise in the use of technology (including video conferencing) for remote meetings. From local multidisciplinary team (MDT) meetings to national and international committees, this form of communication has been vital to ensure patient-related and other business can continue, albeit in a sometimes unfamiliar environment. In this article we consider some of the human factors elements of remote meetings and provide suggestions to enhance the experience of team and committee members during this unsettling time. It is possible that this form of communication will continue to flourish after the pandemic is over.

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Introduction

In just a few months, the coronavirus (COVID-19) pandemic has changed our current way of life both personally and professionally. Social distancing regulations across the world are proving beneficial in reducing the spread of the virus.¹ However, this necessary alteration to the way we interact has resulted in the cancellation and postponement of many national meetings, conferences (including the BAOMS Annual Scientific Meeting in June 2020), surgical exams including MRCS and FRCS as well as other events involving close interaction between colleagues. However, national and international business and essential meetings requiring significant participation at local Trust level, such as cancer and other multidisciplinary teams (MDT) have to continue.

As a result, there has been an exponential rise in the use of virtual meeting technology including such platforms as Microsoft[®] Teams, GoToMeeting[®], PowWowNow[®] to name just a few. When confidential conversations are taking place such as those relating to patient care, it is important to ensure that the platform being used is secure.

The use of video-communication is not new and has considerable benefits for connecting individuals in diverse locations, reducing travel time and expense. Over 25 years ago, researchers investigated various factors that improve one's presence on teleconferencing including how cameras are set up and positioned to ensure eye contact with other participants.²

However, limited bandwidth can result in major shortcomings, frustration, reduced performance and less effective action planning when compared to standard face to face meetings.³ Speaking time also increases during virtual meetings³ and various non-verbal communication gestures

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that occur during face to face meetings might be difficult or impossible to convey to others thereby reducing decision making quality.⁴ The authors have attended and chaired many virtual meetings in the last few weeks. Our experiences have been variable, encountering many issues supporting the findings of a 2013 study that concluded virtual technology was unlikely to replace the traditional face-to-face cancer MDT.⁵ Broadband and login issues, long arduous meetings, and difficulties in agreeing outcomes that are more readily achievable in face-to-face meetings prompted review of human factors (HF) knowledge and experiences to develop suggestions to improve the virtual experience.

Before discussing these issues, it is important to emphasise that adequate preparation is a prerequisite to any committee or meeting and members should have read the relevant circulated papers and agenda before the meeting itself.

What human factors are important at virtual meetings?

Setting the agenda

Some meetings may be conducted by video technology, or if not available, by teleconference. Video links can utilise significant bandwidth,⁶ leading to connectivity issues, slurring of images and sound problems, all of which can result in potential boredom or disengagement.

It is important that the chair or leader of the meeting begins by setting a clear agenda and format, discusses timings and ensures that everyone is equally valued.⁷ It must be emphasised that only one participant should speak at any time. As with face-to-face meetings, one or more loquacious individuals may dominate virtual meetings, which can be counterproductive or even disruptive for the rest of the attendees. While all individuals must be allowed to appropriately voice their opinion or expertise, the chair should provide clarity from the outset of the time constraints and need for brevity as well as inclusivity.

When using video conferencing, we recommend that all attendees other than the chair and current speaking participant turn off their cameras to reduce bandwidth usage and improve sound quality. The additional advantage of this technique is that it can alert the chair when someone else wishes to speak, akin to the raising of a hand during a face-to-face meeting.

Taking breaks

While not relevant for short meetings of perhaps less than 90 minutes, during those lasting for a half day or longer, we believe it is important to build in breaks within the virtual meeting agenda. It can be even more difficult to concentrate when participating in remote discussions compared to face-to-face interactions, particularly for the chair who is denied non-verbal communication clues and other committee dynamics that can help the effective running of meetings.

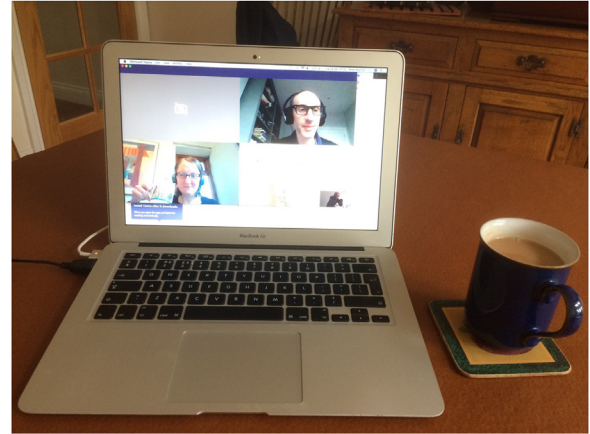


Fig. 1. A cup of coffee or other beverage to provide adequate hydration is important during both virtual and face-to-face meetings.

Lack of concentration can lead to agenda items being missed, or improperly understood and discussed in a similar way to loss of situational awareness leading to potential error.⁸ Furthermore, it is much harder for committee members to look out for each other or prompt the chair if they are missing something important or going off track. We recommend a minimum 10-minute break every 90 minutes, with a longer break of at least 20 minutes after three hours. Participants can remain logged in or connected to the hosting platform or dial in number. During this time, just as in clinical practice, it is important to rehydrate and eat regularly.⁹ A cup of coffee and comfort break may make longer virtual meetings more enjoyable than shorter but more intense face-to-face meeting where breaks and drinks are considered unnecessary (Fig. 1).

Distraction and multitasking

We are exposed to potential distractions throughout the day. These can be readily classified as external, for example originating from other meeting members and/or the environment, and internal, namely actions or thoughts from ourselves. One distraction can readily lead to another. For example, a perceived dominant committee member or discussion that is seemingly taking too long or heading off at a tangent can lead individuals to focus their attention on smart phones or other non-meeting related tasks.

Smartphones themselves have many potential “distractions” including games, short message services (SMS) or interaction with others through social media. By using a smartphone simultaneously with another task, performance is undoubtedly reduced.¹⁰ While simply using a phone during a virtual meeting might not be as disruptive as during a face-to-face interaction, it could easily result in missing important discussion points.^{11,12} When using a computer for a virtual meeting, it is all too easy to divert ones attention to other work-related matters or the internet. Some have recommended placing a mirror close to the computer¹³ so the

attendee can observe and maintain awareness of their own behaviour even though the camera is switched off so other members cannot see them.

Having a printed copy of the agenda to hand can be useful both to track progress and provide a wandering mind with a visual cue to keep their attention focused.

Interruptions including noise

Repeated interruptions (including smart phone related) while concentrating on other tasks raises the risk of medical errors.¹⁴ Repeated interruptions such as urgent emails to respond to, or staff members at work and family members at home seeking attention while engaged with a virtual meeting can lead to annoyance with the virtual meeting and a situation termed ‘crisis mode work climate.’^{15,16} Low levels of background noise can reduce performance and concentration.¹⁷ For this reason we recommend the use of headset when attending videoconferencing. Another potential advantage of a headset is as a reminder of the aviation industry where HF is embedded in practice and becomes second nature. It is also recommended that the microphone function on the computer is set to mute to reduce background noise during virtual meetings, and only switched on when speaking.

Team Building, Authority Gradient & Group Think

Group dynamics can often be challenging, especially where authority, experience or seniority gradients exist. The Chair can manage this by setting the tone at the outset and reinforcing through regularly seeking contributions from other members.

Group think occurs when members would rather concur than cause disharmony, and perhaps coupled with boredom or desire to progress could risk a less than optimum comment to an agenda item. One effective means to counter this is for the chair to seek contradictory opinion/evidence, especially from members who have not led the debate.

Review

This is a powerful tool to ensure that the aims of the session have been achieved (this may contrast with the agenda items) and to summarise key findings. It also offers a closing opportunity for any further contributions.

Similarly a review of how well the session has worked, and any suggested improvements might also prove helpful (Table 1).

Table 1

Some recommendations for improving the virtual meeting experience.

Adequate preparation beforehand
Setting the agenda and timings
Note taker if possible projecting on a virtual white board
One person only to speak at a time
Judicious use of camera to reduce bandwidth
Muting of microphone when not speaking
Familiarity with technical platform
Use of a headset
Taking regular breaks (5-10 minutes every 90 minutes) as for face-to-face meetings
Adequate hydration and nutrition
Ensure a diversity of opinion has been represented in debate
A physical copy of the agenda to hand to track progress
Check the aims of the session have actually been achieved rather than the agenda simply followed
Reflect on the session for future enhancement

Conclusion

At this unsettling time, the use of alternate methods allowing important virtual meetings to continue from local to international level has dramatically increased. It is likely that when some sort of normality returns following the pandemic, many will continue with these arrangements, which can offer convenience, flexibility and savings in both time and travel expenses when compared with traditional face-to-face meetings. Virtual meetings are used to assess progress and provide support at some medical schools as well as aiding education.^{18,19} It is difficult to predict the future application of this resource. Consideration and understanding of the relevance and application of human factors to virtual meetings will enable individuals and teams to improve their experience while optimising meeting efficiency and effectiveness.

Conflict of interest

We have no conflicts of interest.

Ethics statement/confirmation of patients' permission

Not applicable.

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