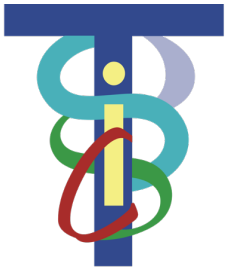


NSF Engineering Research Center
for Computer Integrated Surgical
Systems and Technology

Medical Robotics and Computer-Integrated Interventional Systems:

Integrating Imaging, Intervention, and Informatics to Improve Patient Care

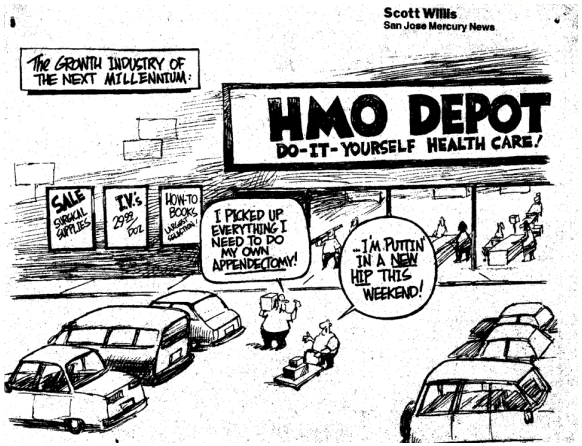
Russell H. Taylor

John C. Malone Professor of Computer Science,
with joint appointments in Mechanical Engineering, Radiology & Surgery
Director, Center for Computer-Integrated Surgical Systems and Technology
Director, Laboratory for Computational Sensing and Robotics
The Johns Hopkins University
rht@jhu.edu

WHITING SCHOOL OF ENGINEERING
THE JOHNS HOPKINS UNIVERSITY

Acknowledgments

- **<u>This is the work of many people</u>**
- Some of the work reported in this presentation was supported by fellowship grants from Intuitive Surgical and Philips Research North America to Johns Hopkins graduate students and by equipment loans from Intuitive Surgical, Think Surgical, Philips, Kuka, and Carl Zeiss Meditec.
- Some of the work reported in this talk incorporates intellectual property that is owned by Johns Hopkins University and that has been or may be licensed to outside entities, including Intuitive Surgical, Varian Medical Systems, Philips Nuclear Medicine, Virtuoso Technologies, Galen Robotics and other corporate entities. Prof. Taylor and the University are entitled to royalty distributions related to this technology, and Dr. Taylor has received or may receive some portion of these royalties. Also, Dr. Taylor is a paid consultant to and owns equity in Galen Robotics, Inc. These arrangements have been reviewed and approved by JHU in accordance with its conflict of interest policy.
- Much of this work has been funded by Government research grants, including NSF grants EEC9731478 and IIS0099770 and NIH grants R01-EB016703, R01-EB007969, R01-CA127144, R42-RR019159, and R21-EB0045457; by Industry Research Contracts, including from Think Surgical and Galen Robotics; by gifts to Johns Hopkins University from John C. Malone, Richard Swirnow and Paul Maritz; and by Johns Hopkins University internal funds.

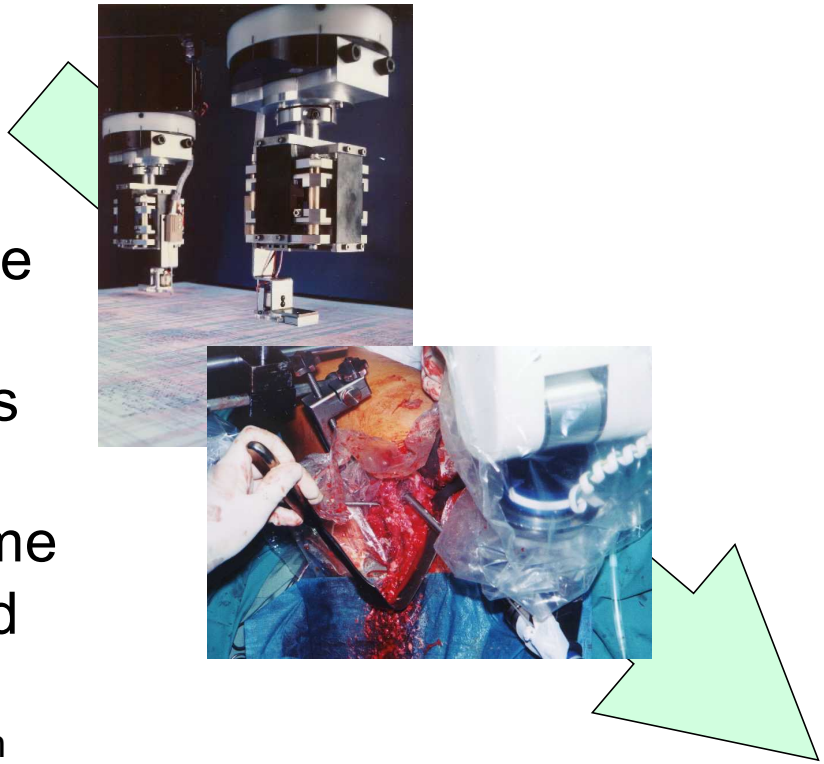


A short personal background: Russ Taylor

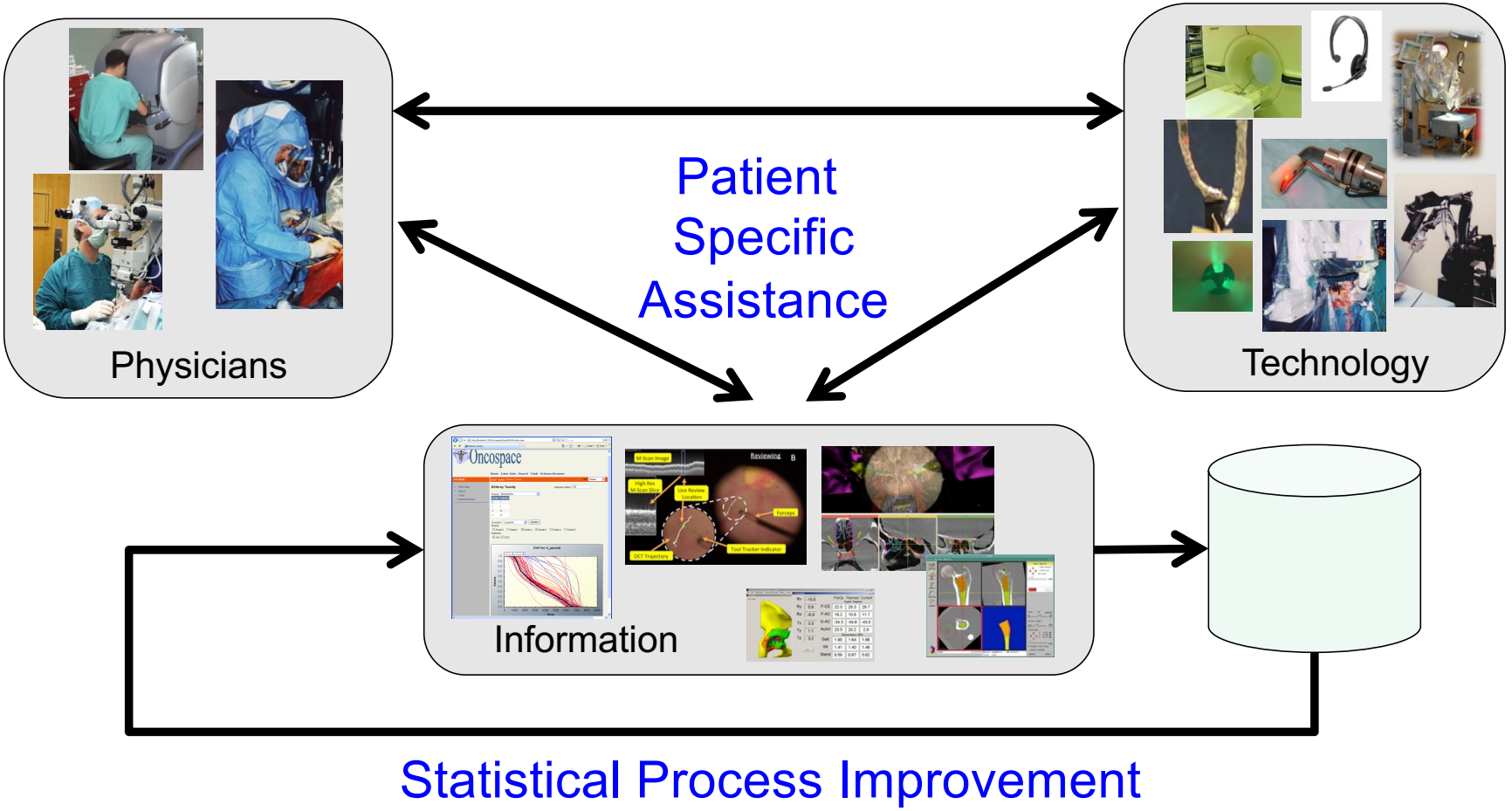
- **1970: BES from Johns Hopkins**
- **1976: PhD in CS at Stanford**
- **1976-1988: Research/management in robotics and automation technology at IBM**
- **1988 - 1996: Medical robotics & computer-assisted surgery at IBM**
  - Robodoc
  - Surgical navigation
  - Robotically assisted MIS and percutaneous interventions (with JHU)
- **1995: Moved to JHU**
  - CS with joint appts in ME, Radiology, Surgery (2005)
  - X-ray guided MIS & orthopaedics
  - "Steady Hand" microsurgery
  - Radiation therapy
  - Modeling & imaging
  - Etc.
- **1997 - now: NSF ERC; LCSR**
- **Disclosures:** Some of the work reported in this talk incorporates intellectual property that is owned by Johns Hopkins University and that has been or may be licensed to outside entities, including Intuitive Surgical, Varian Medical Systems, Philips Nuclear Medicine, Virtuoso Technologies, Galen Robotics and other corporate entities. Prof. Taylor and the University are entitled to royalty distributions related to this technology, and Dr. Taylor has received or may receive some portion of these royalties. Also, Dr. Taylor is a paid consultant to and owns equity in Galen Robotics, Inc. These arrangements have been reviewed and approved by JHU in accordance with its conflict of interest policy

Motivating Insight

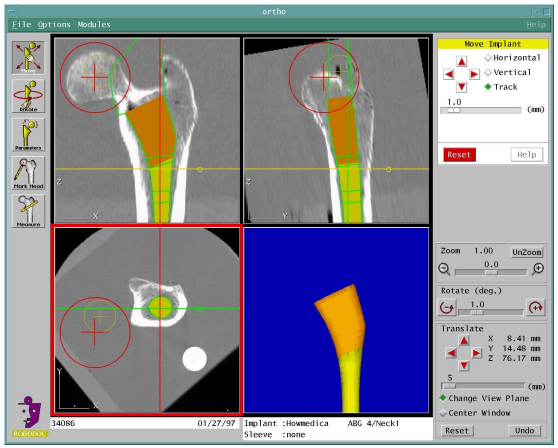
A partnership between human clinicians and computer-based technology will fundamentally change the way surgery and interventional medicine is performed in the 21st Century, in much the same way that computer-based technology changed manufacturing in the 20th Century

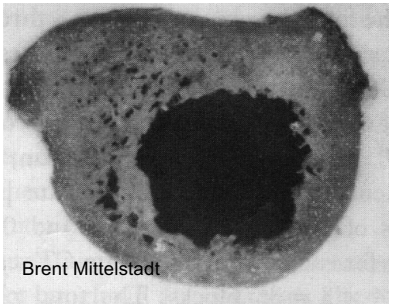


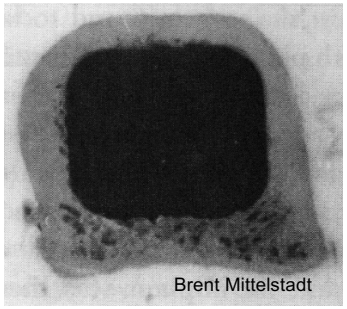
Human-machine partnership to fundamentally improve interventional medicine



Over 25 years ago: Robotic Joint Replacement Surgery







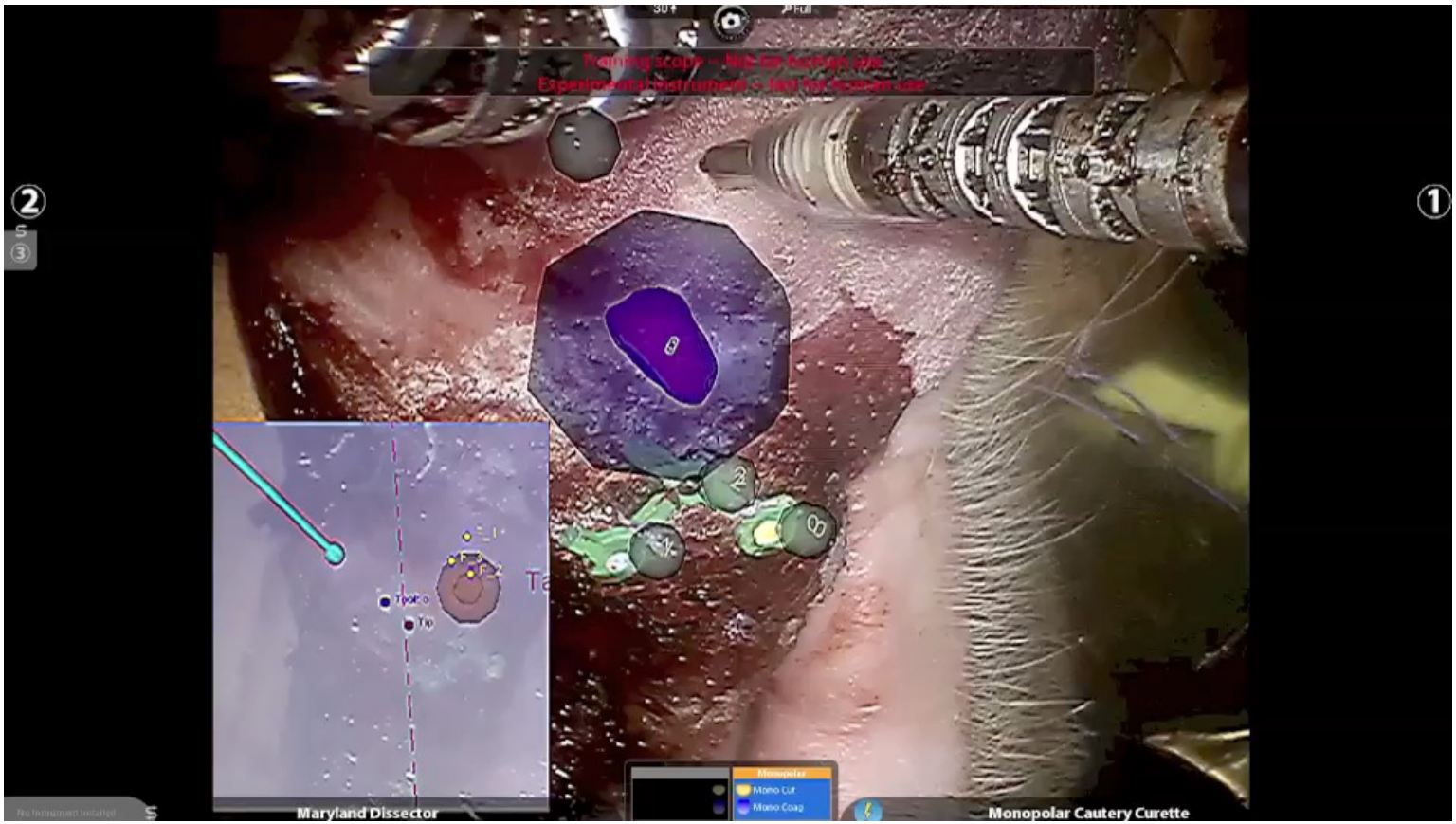
Taylor, Kazanzides, Paul, Mittelstadt, *et al.*

Manual Surgery

Robotic Surgery

Emerging: Information-Augmented Robotic Surgery

W. P. Liu, S. Reaugamornrat, A. Deguet, J. M. Sorger, J. H. Siewerdsen, J. Richmon, R. H. Taylor



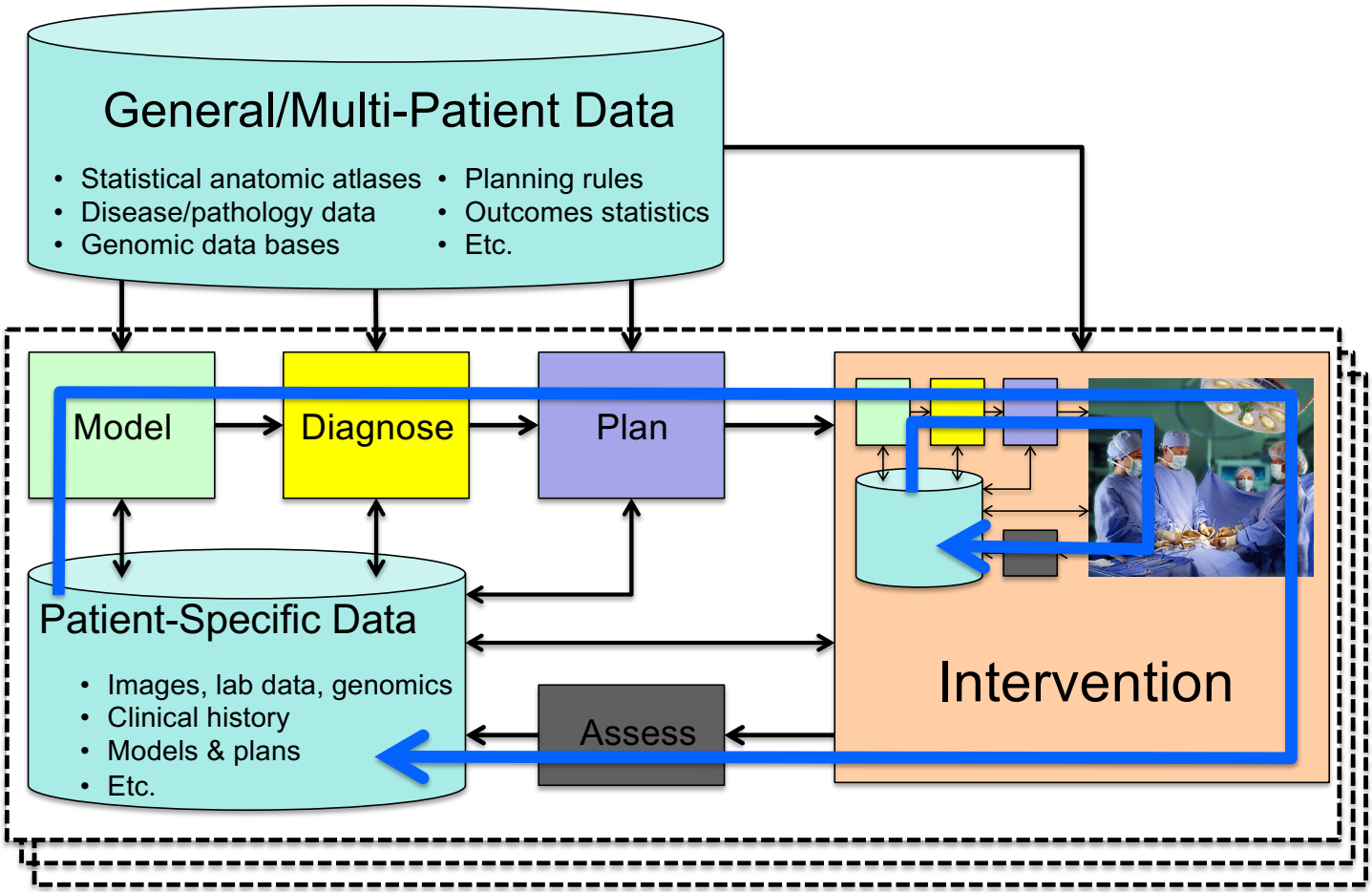
Experimental System: not for clinical use

Emerging: Augmented Reality in the OR

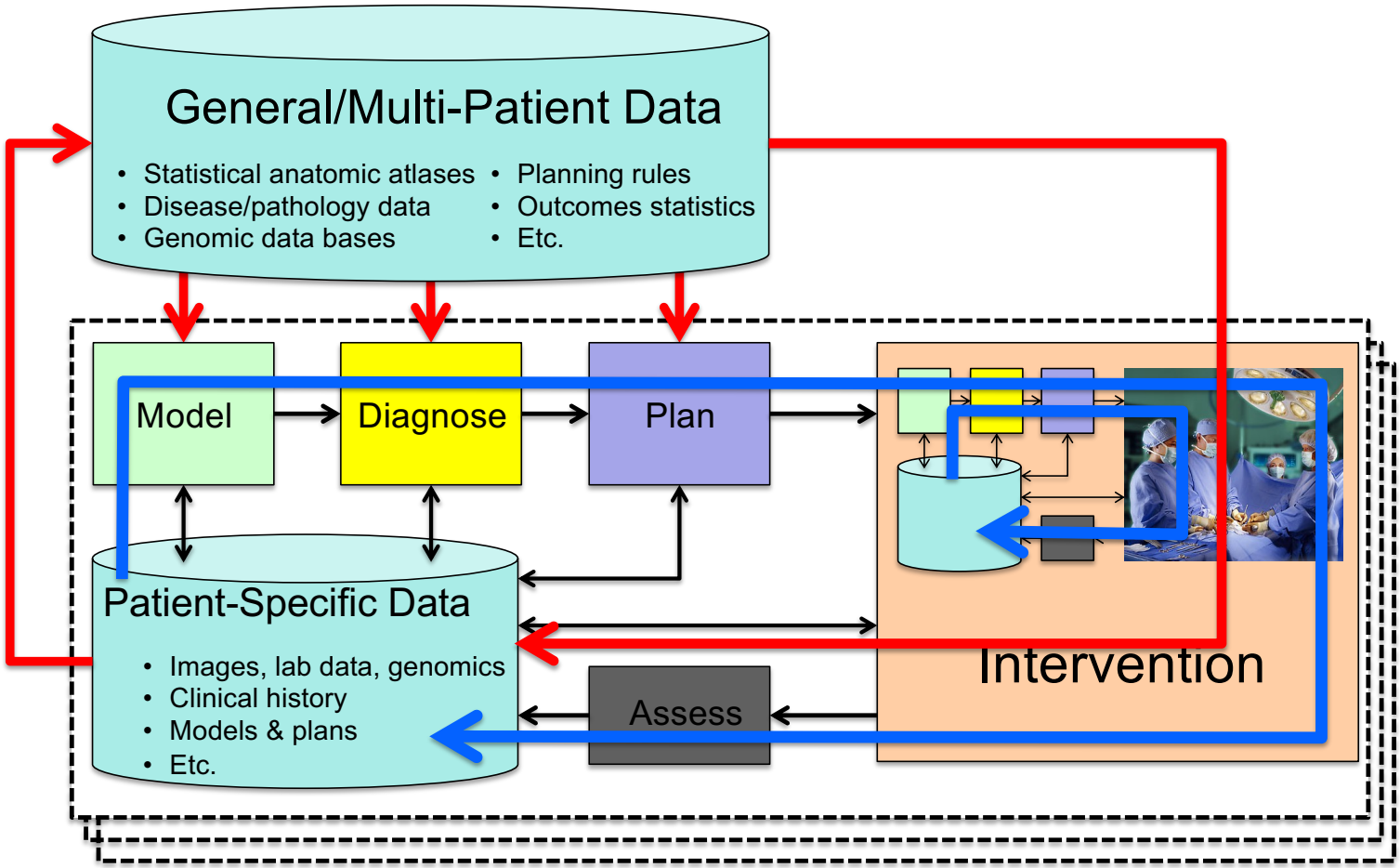
M. Unberath* , J. Fotouhi* , J. Hajek* , A. Maier, G. Osgood, R. Taylor, M. Armand, N. Navab. “Augmented Reality-based Feedback for Technician-in-the-loop C-arm Repositioning” To appear in *2018 AE-CAI MICCAI workshop*.

* Joint first authors

Computer-Integrated Interventional Medicine



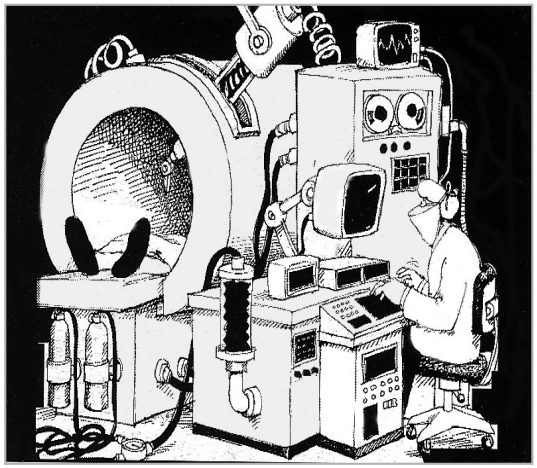
Computer-Integrated Interventional Medicine



This Paradigm has not changed since Imhotep's day

27th Century BCE

But medical robots and computer-integrated interventional systems will make it much more effective

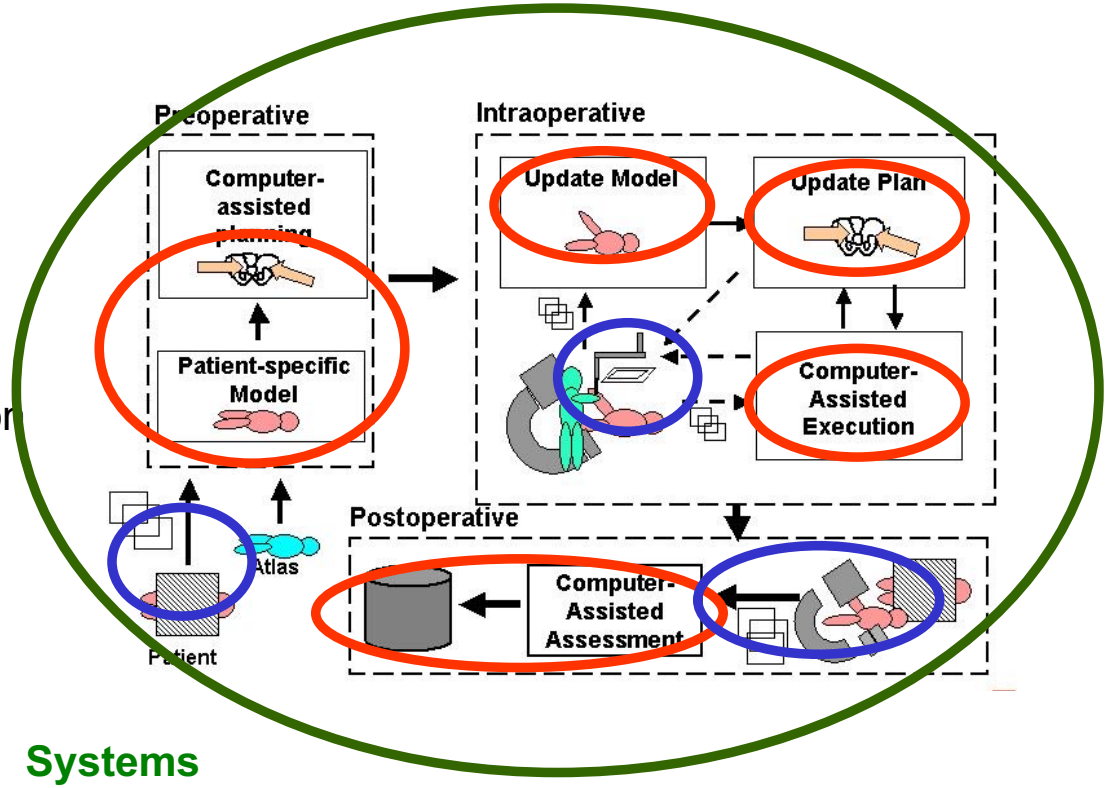


21st Century CE

Multidisciplinary Integration is Crucial

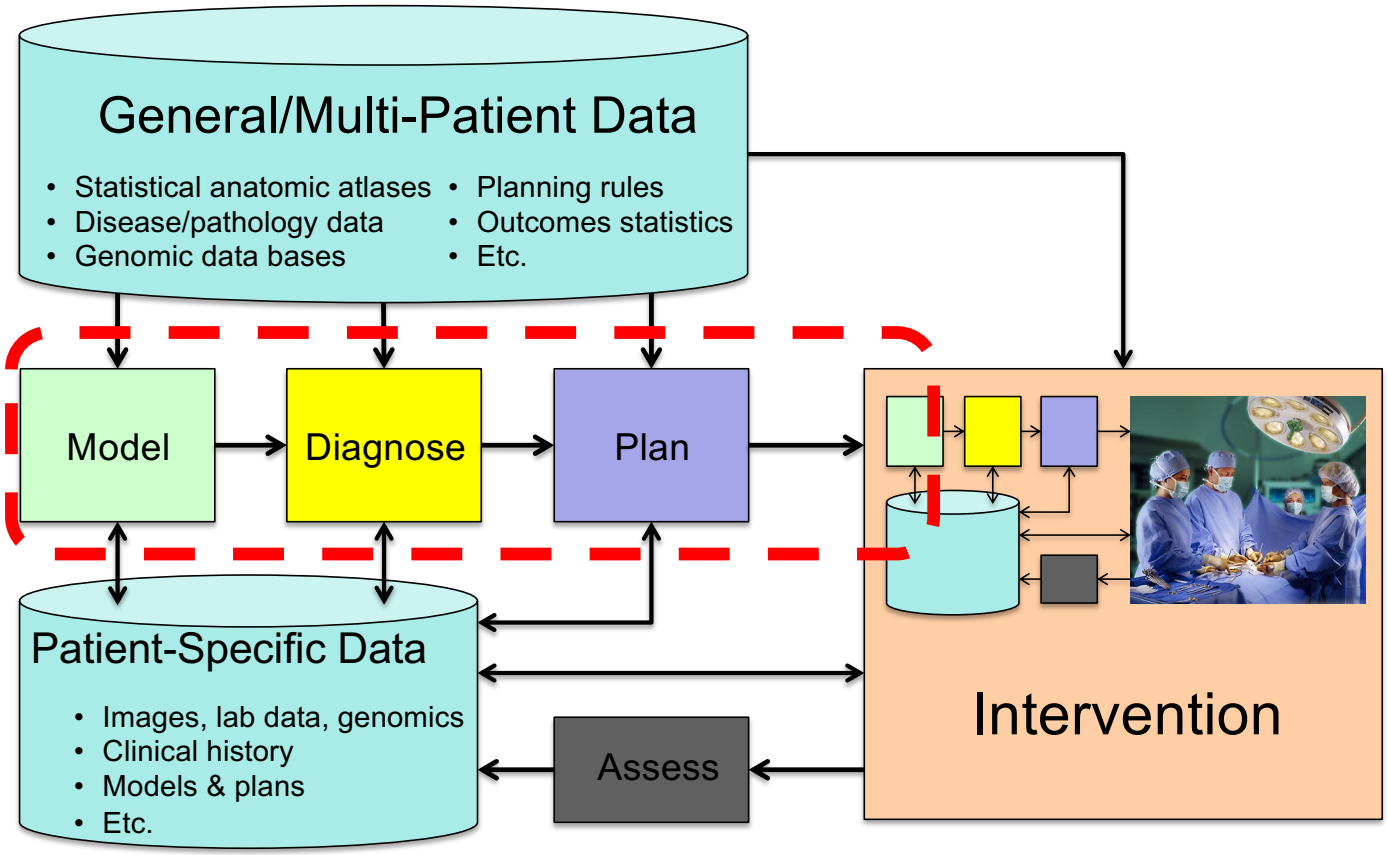
Modeling & analysis
- Segmentation
- Registration
- Atlases
- Optimization
- Visualization
- Task characterization
- *etc.*

Interface Technology
- Sensing
- Robotics
- Human-machine interfaces



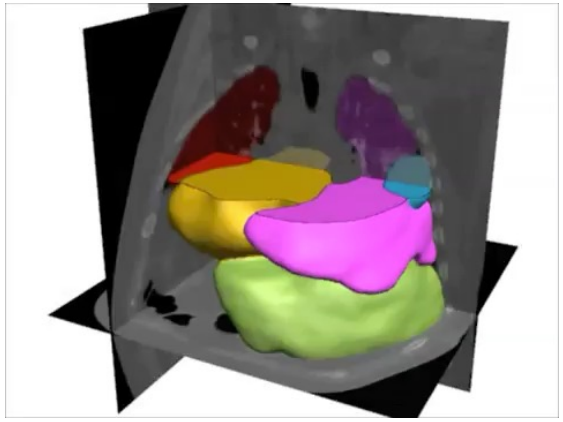
Systems
- Safety & verifiability
- Usability & maintainability
- Performance and validation

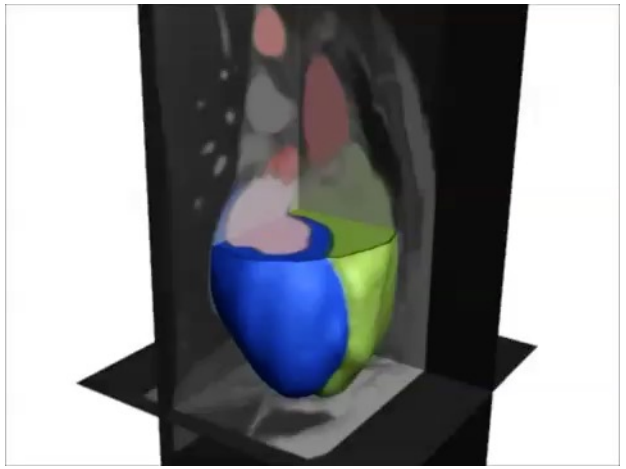
Image-based modeling & analysis



Patient-Specific Models for Interventions

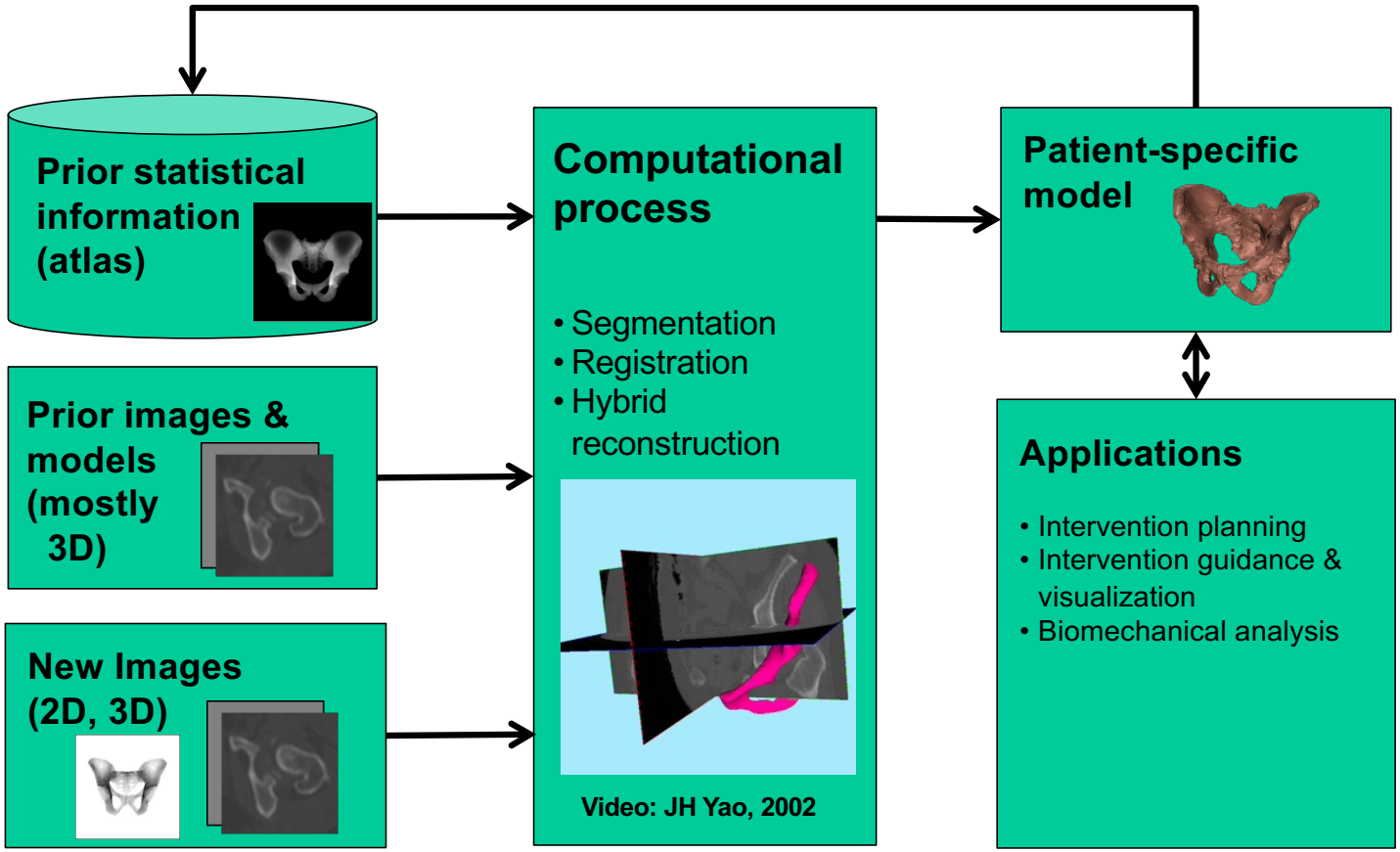
- Computationally efficient **representation of patient** enabling computer to assist in planning, guidance, control, and assessment of interventional procedures
- Generally focus on **anatomy**, but may sometimes include biology or other annotations
- Predominately derived from medical images and image analysis
- Increasingly reference statistical "**atlases**" describing patient populations



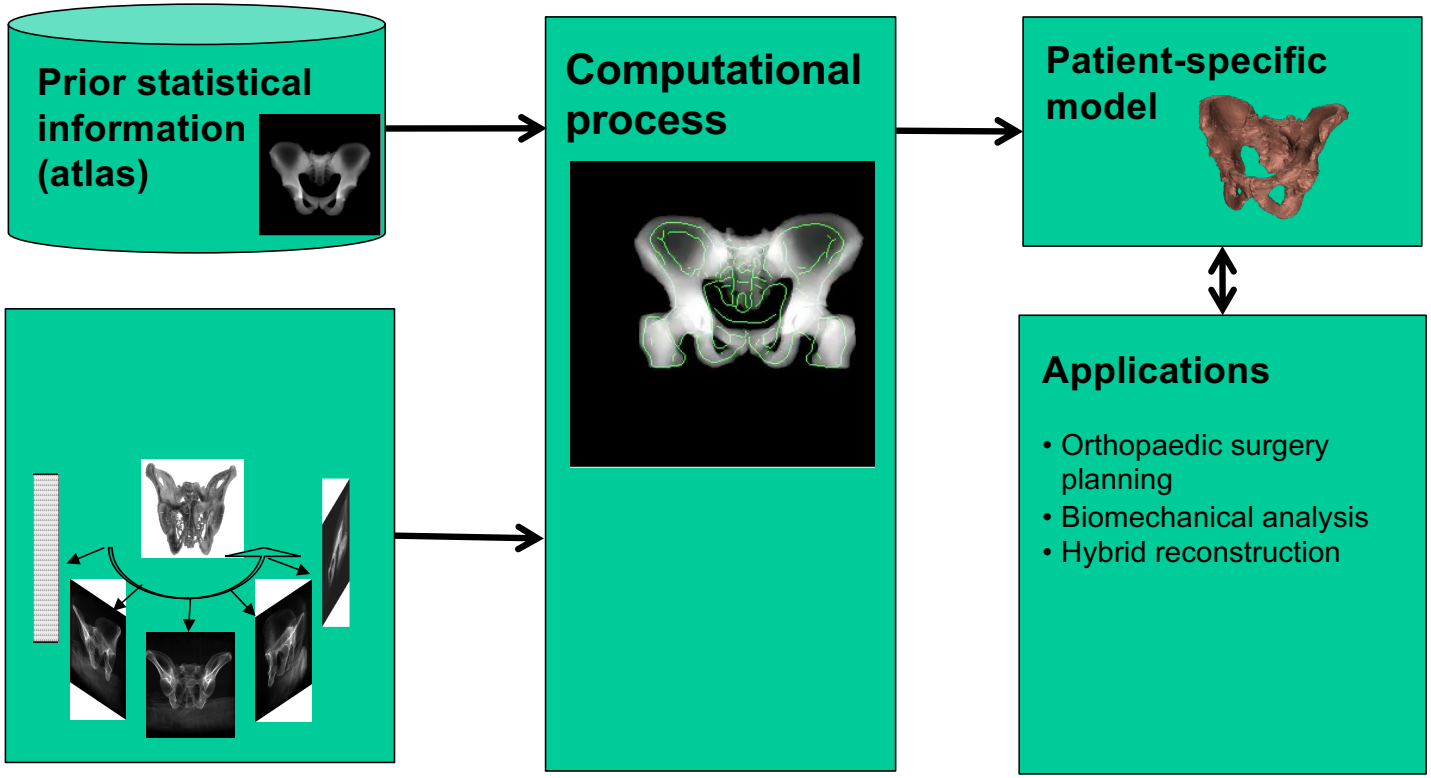


Video: Blake Lucas, "SpringLS…", *MICCAI 2011* & subsequent papers. Data courtesy of Terry Peters and Eric Ford

Combining prior knowledge with online images



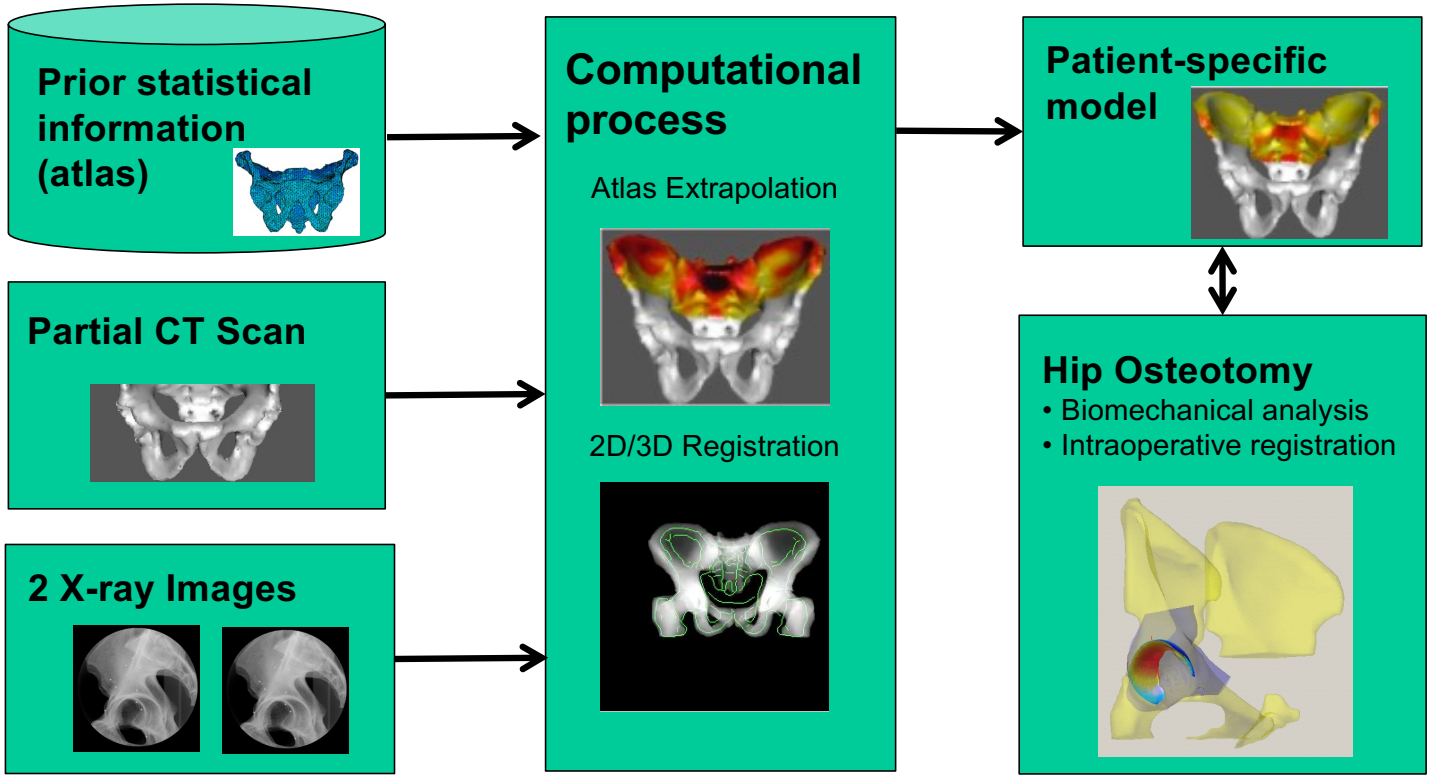
Deformable 2D/3D Registration to Statistical Atlas



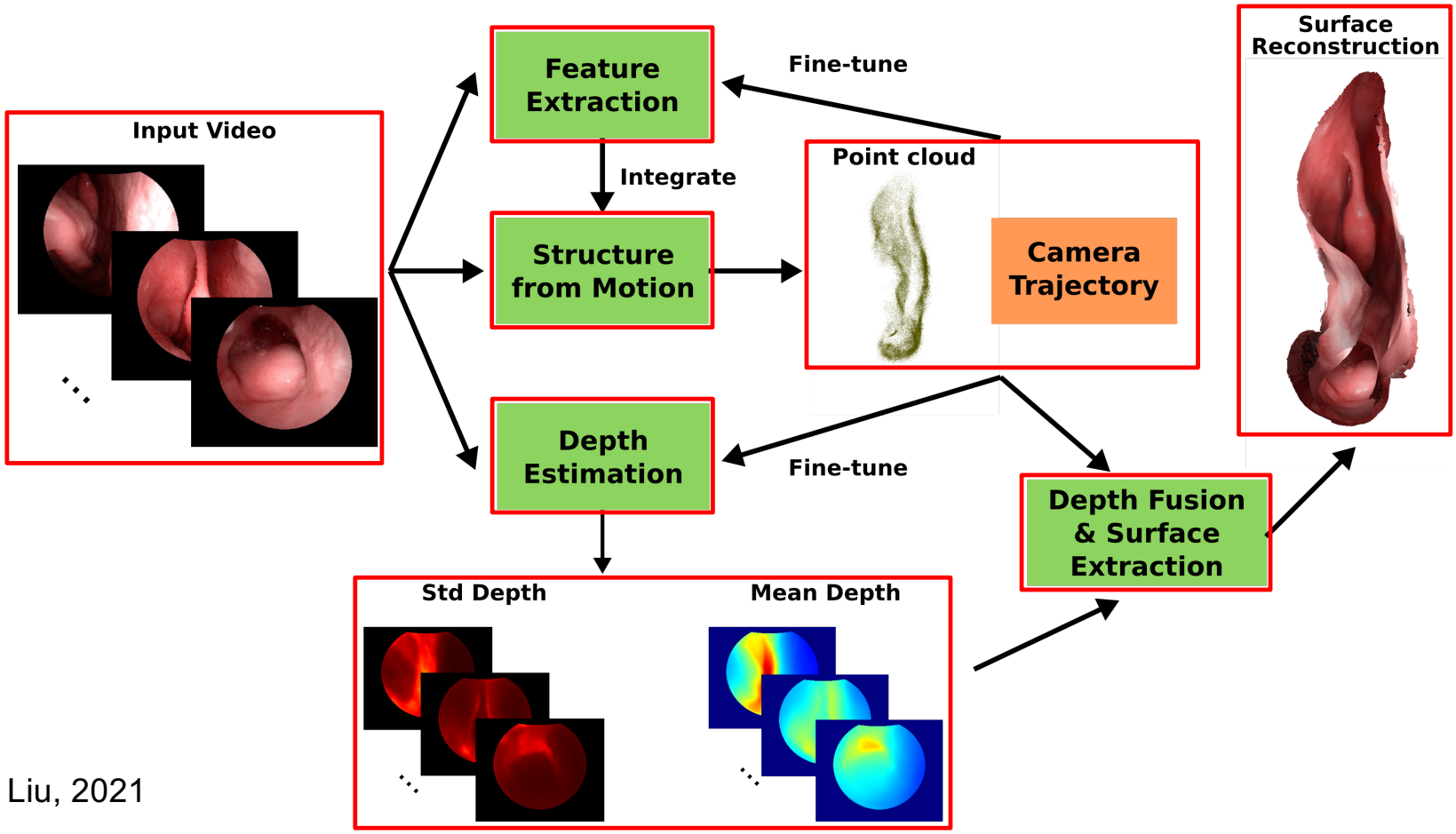
Examples: R. Taylor, J. Yao, O. Sadowsky, G. Chintalapani, O. Ahmad, …

Model Completion, Given Partial CT + X-rays

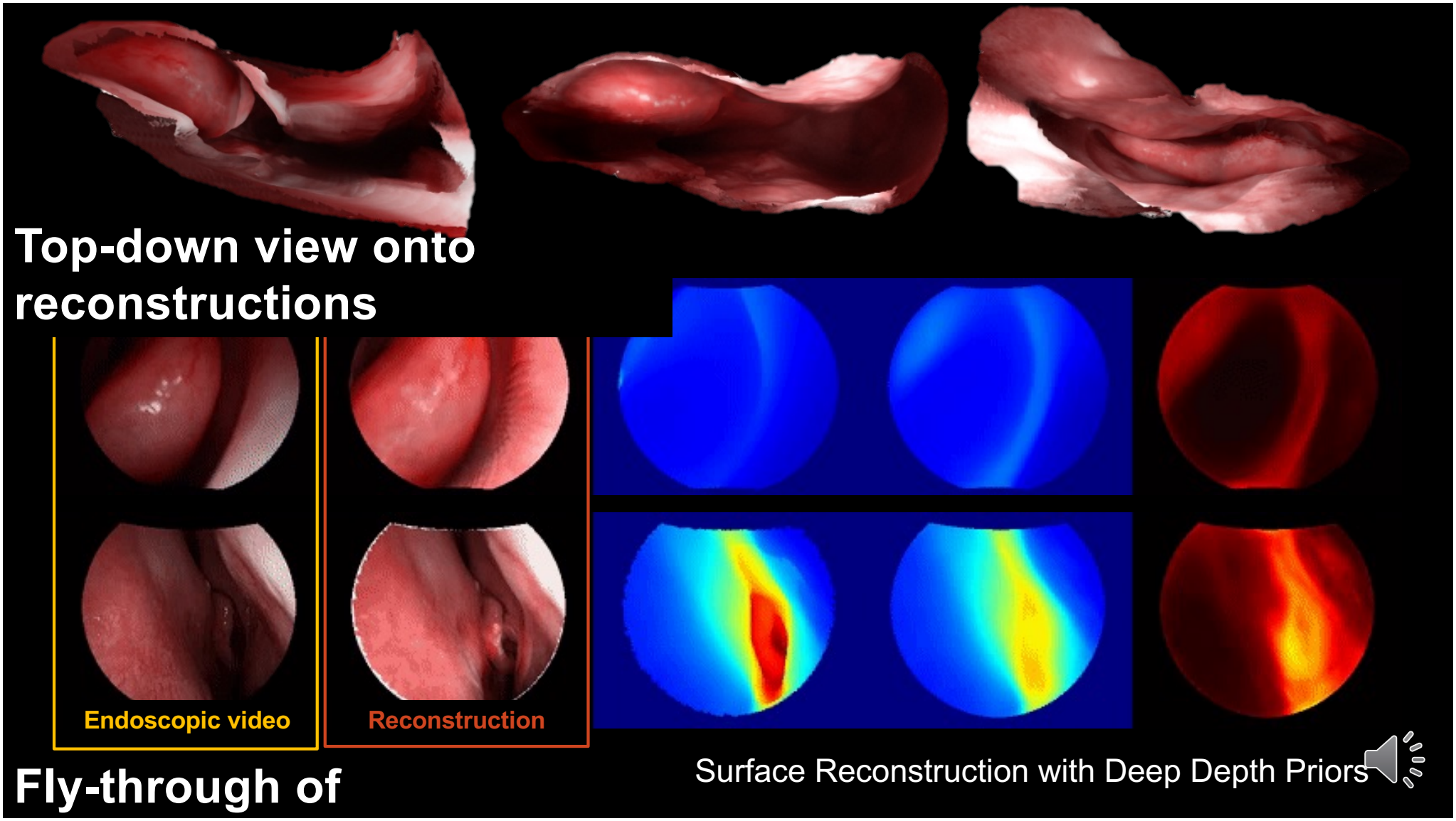
G. Chintalapani, *et al.* "Statistical Atlas Based Extrapolation of CT Data for Planning Periacetabular Osteotomy", SPIE Medical Imaging 2010



Surface Reconstruction with Deep Depth Priors



Xingtong Liu, 2021


Top-down view onto reconstructions
Endoscopic video
Reconstruction
Fly-through of
Surface Reconstruction with Deep Depth Priors

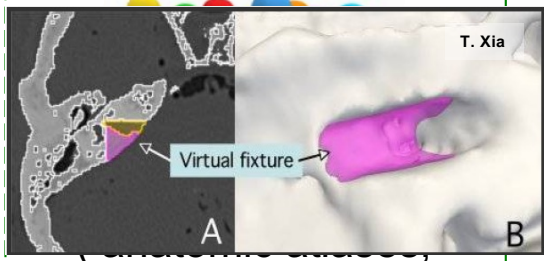
Procedure Planning

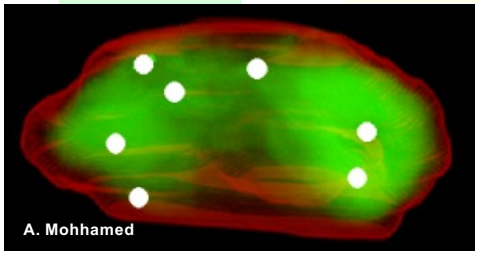
Information

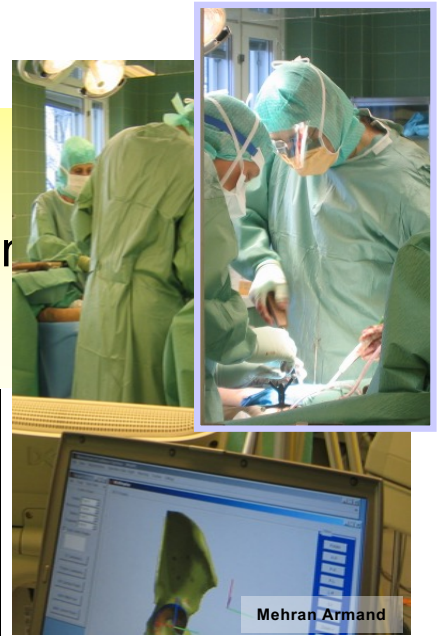
Patient-specific Information (Images, lab results, genetics, etc.)

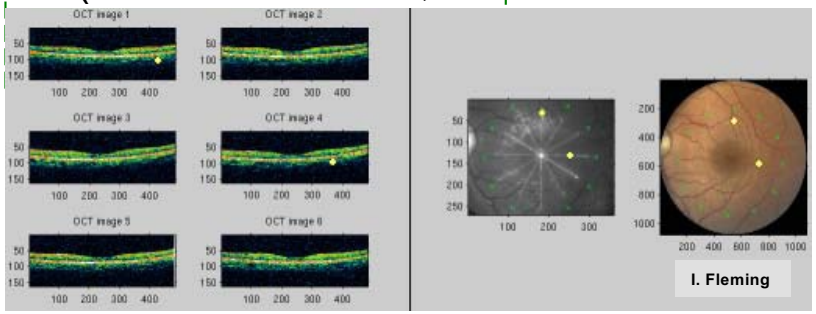
Model

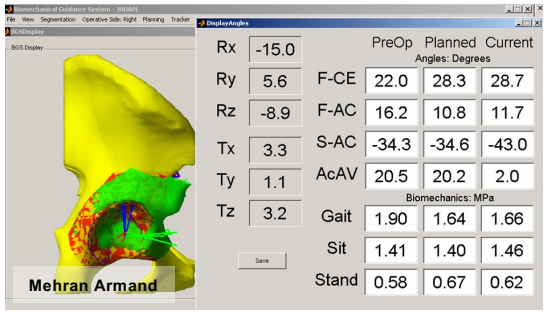
Plar











Procedure Planning

- **Highly procedure-specific**
- **Occurs at many time scales**
  - Preoperative
  - Intraoperative
  - Preop. + intraop. update
- **Typically based on images or segmented models**
- **May involve:**
  - Optimization
  - Simulations
  - Visualization & HCI

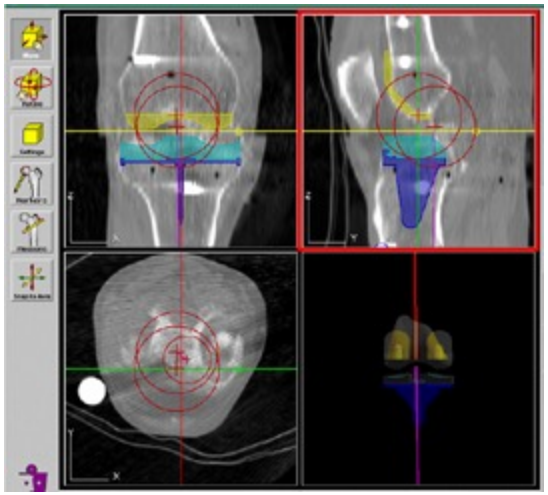
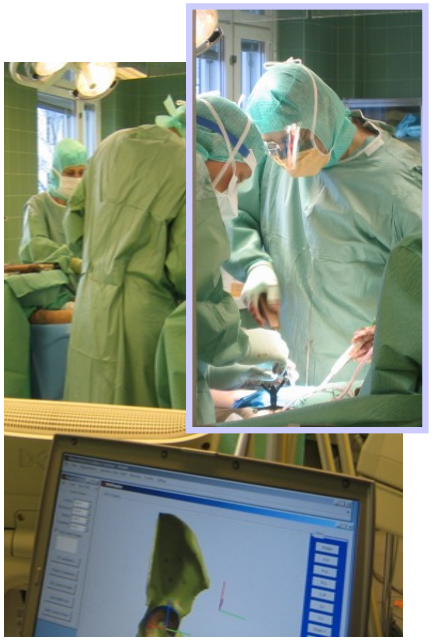
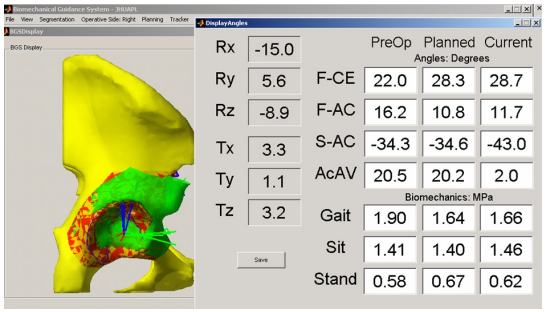


Photo: Integrated Surgical Systems

Procedure Planning

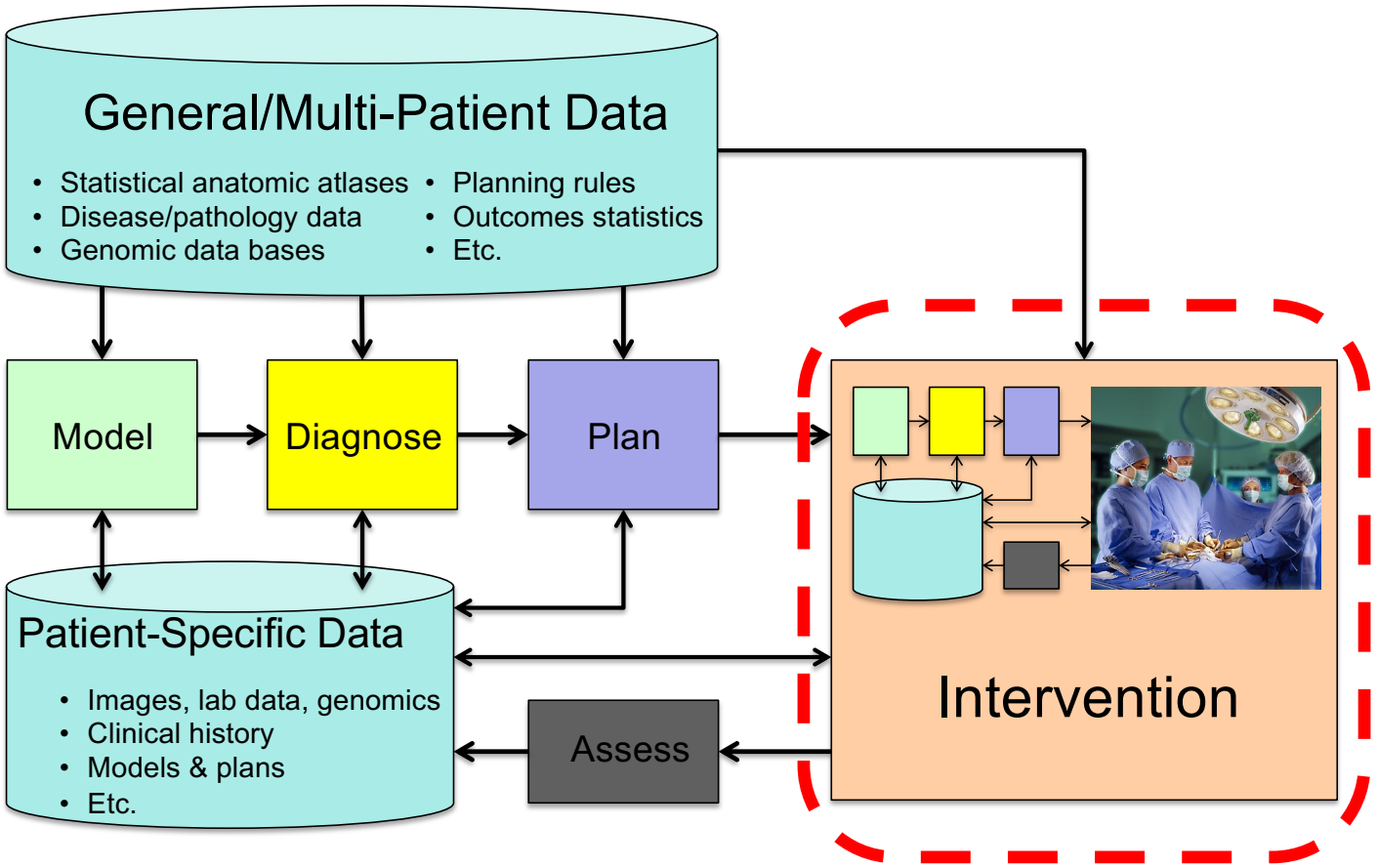
- **Typical outputs**
  - Target positions (seeds, biopsies, ablation sites, etc.)
  - Tool paths
  - Desired geometric relationships
  - Key-frame visualizations
  - Images, models & control parameters
- **Emerging themes**
  - Atlas-based planning
  - Statistical process control & integration of outcomes into plans
  - Dynamic, interactive replanning





Photos: Mehran Armand

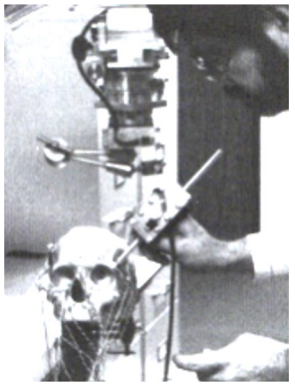
Procedure Execution



Procedure Execution

- **Highly procedure-specific**
- **Don't always have a robot**
  - Surgical Navigation
  - Image Overlay
- But robots can transcend human limitations
  - to make procedures less invasive,
  - more precise,
  - more consistent,
  - and safer

Medtronic



Taylor

Masamune, Fischer, Deguet, Csoma, Taylor, Sauer, Iorchidata, Masamune, Zinreich, Fichtinger, …

Procedure Execution

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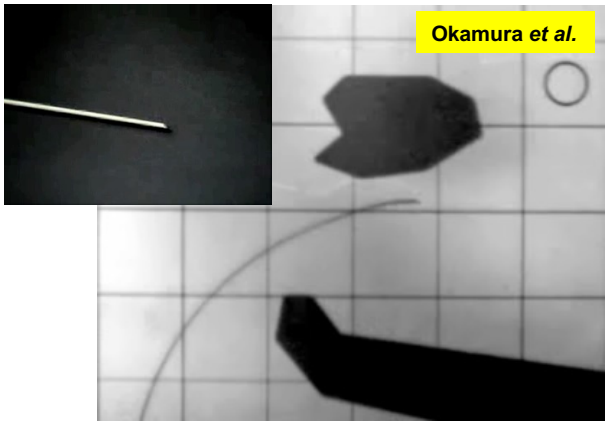

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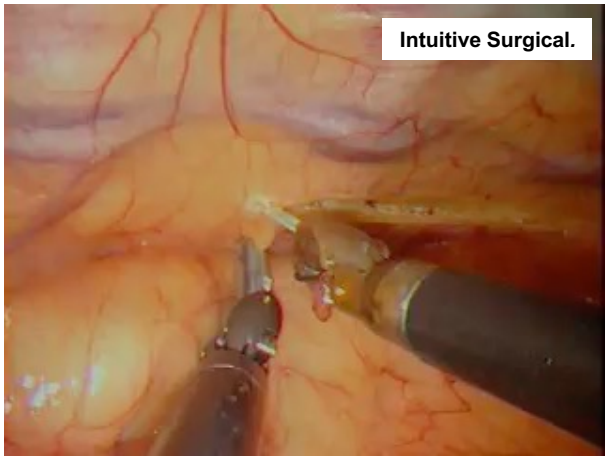

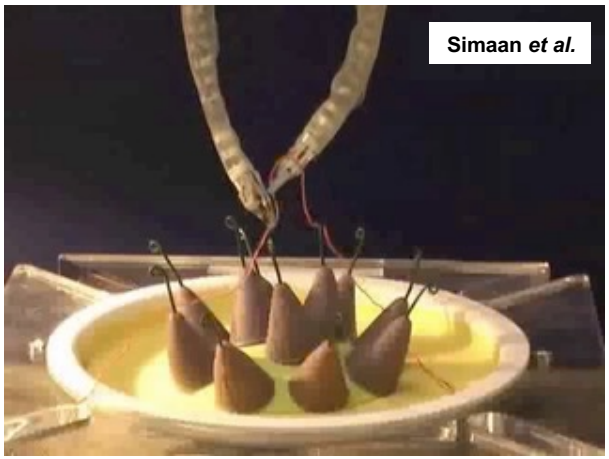

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Taylor, Hager, Handa, Kazanzides, Kang, Iordachita, Gehlbach, *et al.*

Procedure Execution

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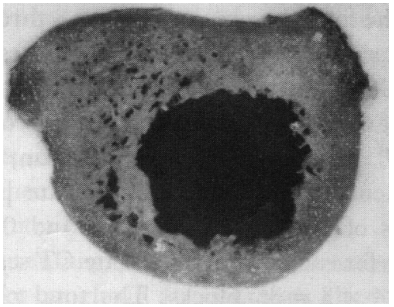

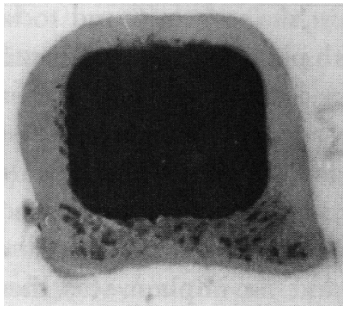

Procedure Execution

GALEN ROBOTICS

- Highly procedure-specific
- Don't always have a robot
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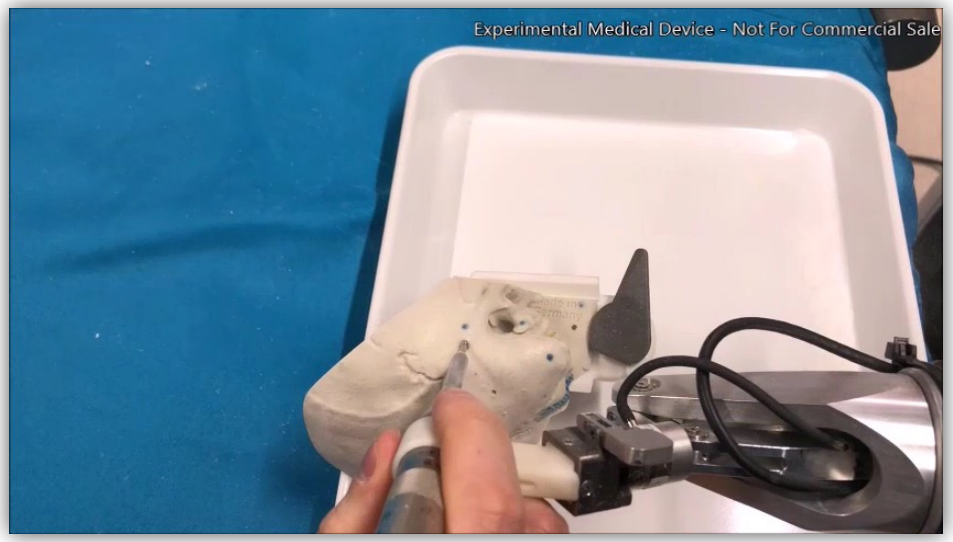
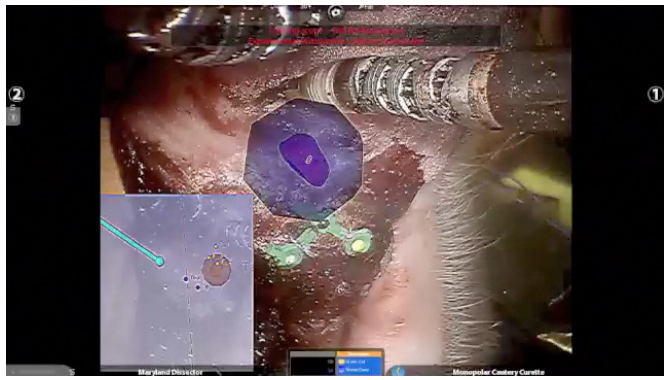


Francis X. Creighton, Christopher R. Razavi, Paul R. Wilkening, Rui Yin, Nicholas Lamaison, Russell H. Taylor, John P. Carey, "Image-Guided Mastoidectomy with the Robotic ENT Microsurgery System (REMS)", *AAO Conference*, October 7, 2018.

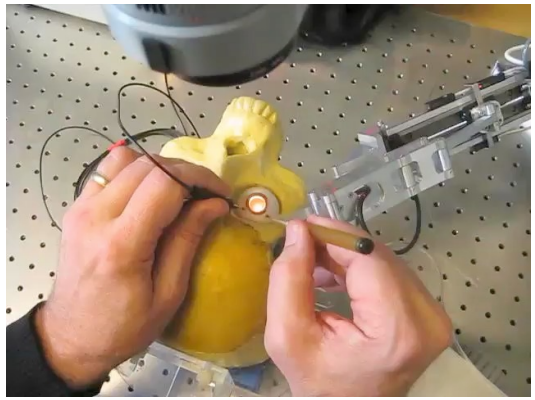
Disclosure: Under a license agreement between Galen Robotics, Inc. and the Johns Hopkins University, Dr. Taylor and the University are entitled to royalty distributions on technology related to technology described in the study discussed in this publication. Dr. Taylor also is a paid consultant to and owns equity in Galen Robotics, Inc. This arrangement has been reviewed and approved by the Johns Hopkins University in accordance with its conflict-of-interest policies.

Procedure Execution

- **Intraoperative systems typically combine multiple elements**
  - Imaging
  - Information fusion
  - Robotics
  - Visualization and HMI
- **Issues**
  - Design
  - Imaging compatibility
  - OR compatibility
  - Safety & sterility
  - Intelligent control
  - Human-machine cooperation



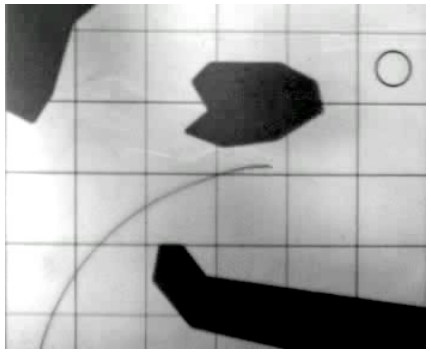
W. Liu, J. Sorger, J. Richmon, R. Taylor, *et al*



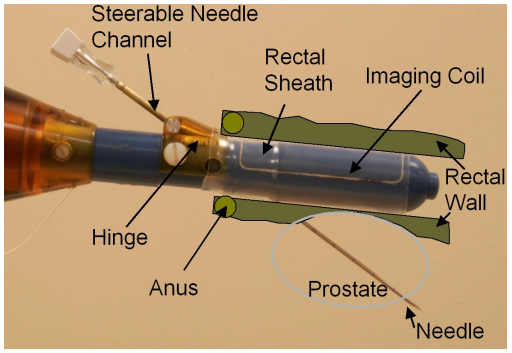
I. Iordachits, R. Taylor, *et al*

Image-guided needle placement

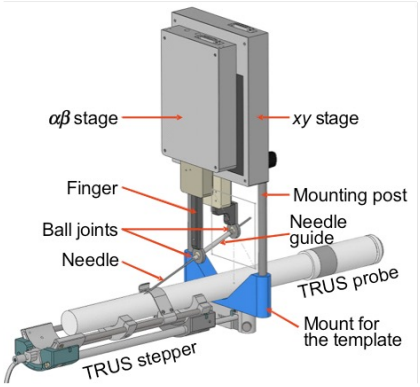
Masamune, Fichtinger, Iordachita, …



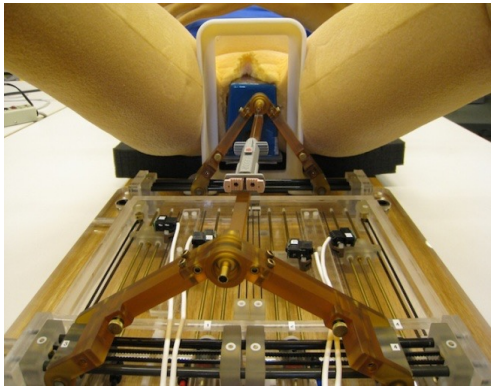
Okamura, Webster, …



Krieger, Fichtinger, Whitcomb, …



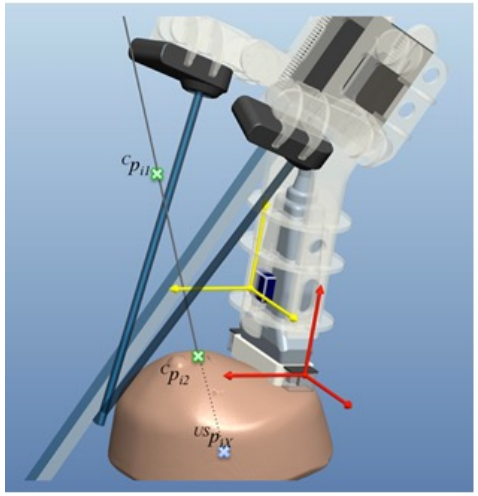
Fichtinger, Kazanzides,Burdette, Song …

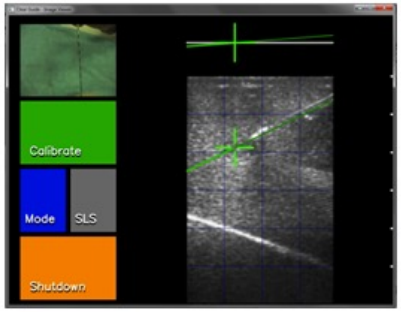


Iordachita, Fischer, Hata…

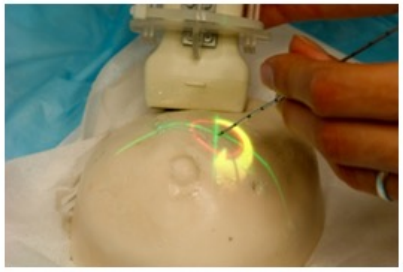
Taylor, Masamune, Susil, Patriciu, Stoianovici,…

Example: Ultrasound-guided needle placement

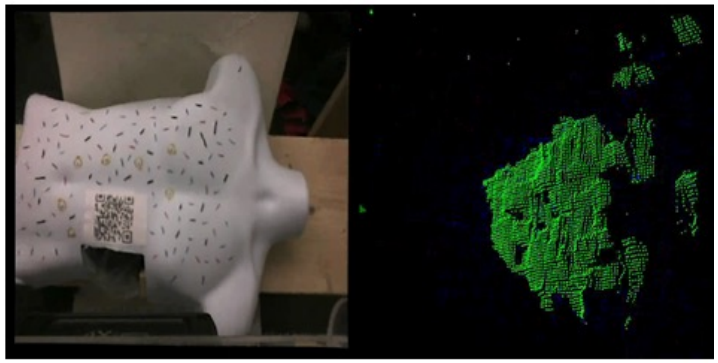




Traditional ultrasound screen AND on-screen guidance overlay



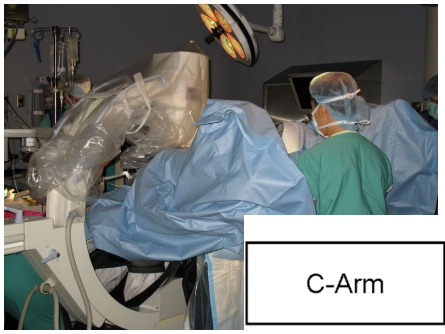
As well as on-patient projection



Real-time multi-modal fusion

TRUS Robot for Prostate Brachytherapy

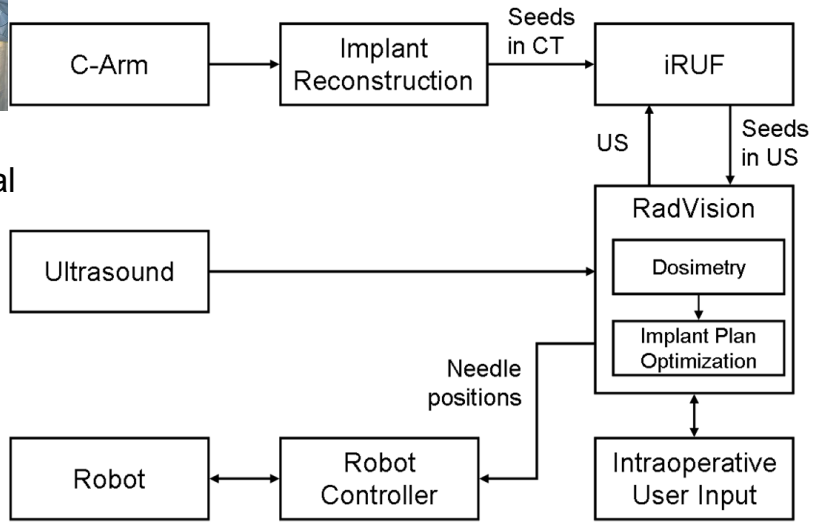
Kazanzides, Iordachita, Burdette, Song, et al. *NSF SECO 1246356*



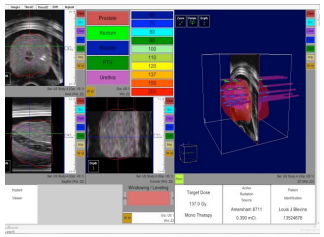
Current efforts:

- Integration with RadVision / RUF project
- Needle quick-release mechanism
- Intraoperative user interface (sterile touchscreen)

Robot clinical trial

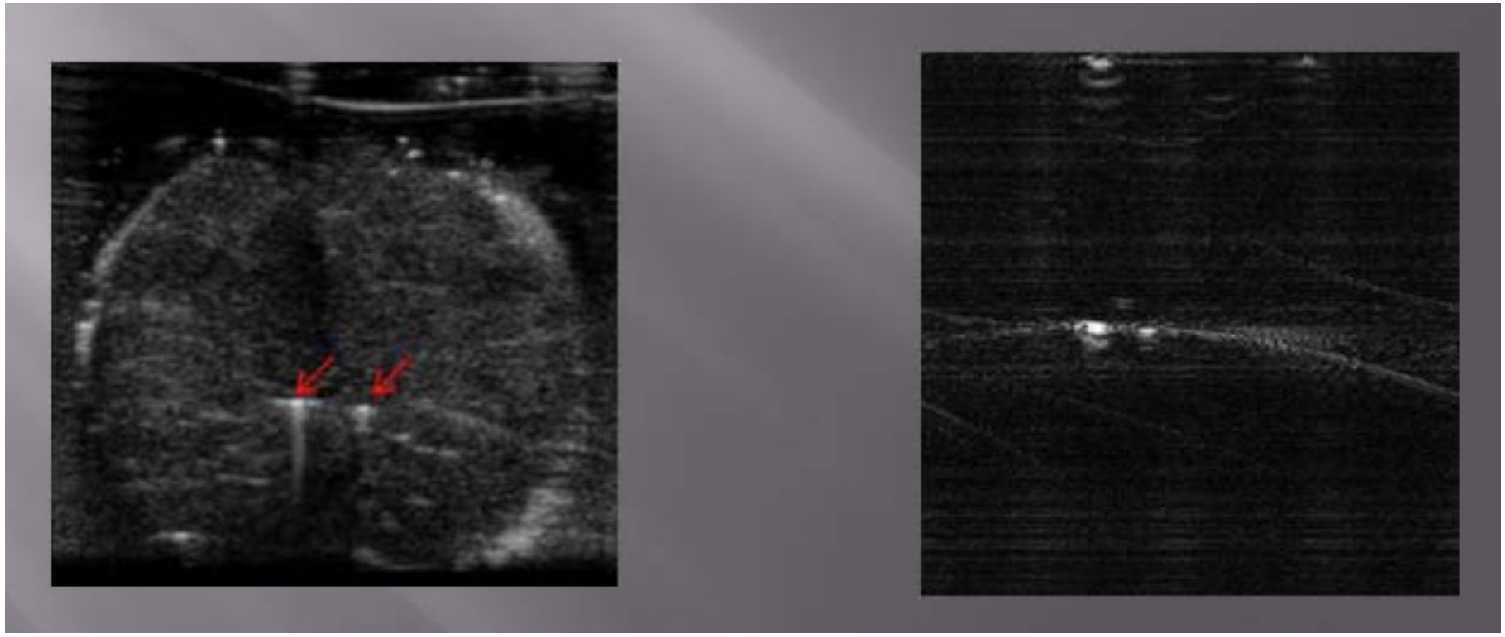


RadVision



Prototype sterile touchscreen:
Digital Dash

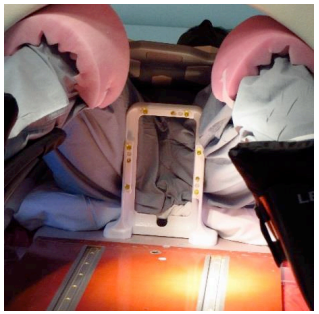
Prostate brachytherapy seed localization using combined photoacoustic and ultrasound imaging
Boctor/Kang/Prince (JHU), Burdette (AMS)



B-mode PA-mode

MRI-guided Surgical Manipulator for Transperineal Prostate Interventions - Clinical Workflow

Patient ready on scanner table

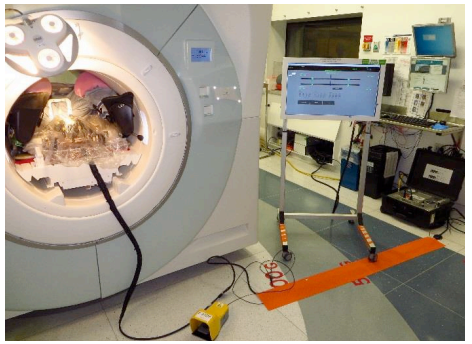


Z-frame in position

Drape robot, attach needle guide

Slide in robot until hit Z-frame

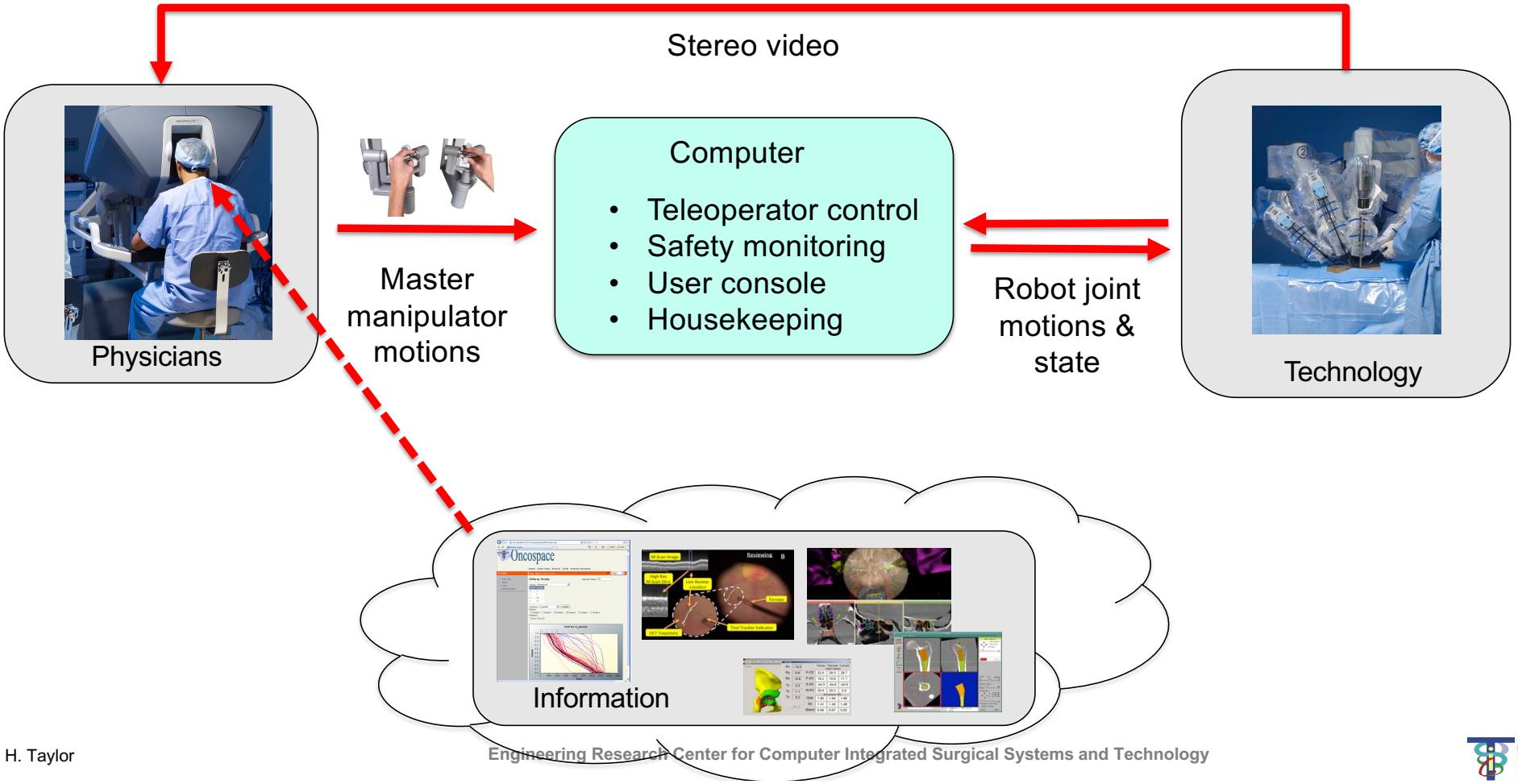
Lock robot in place



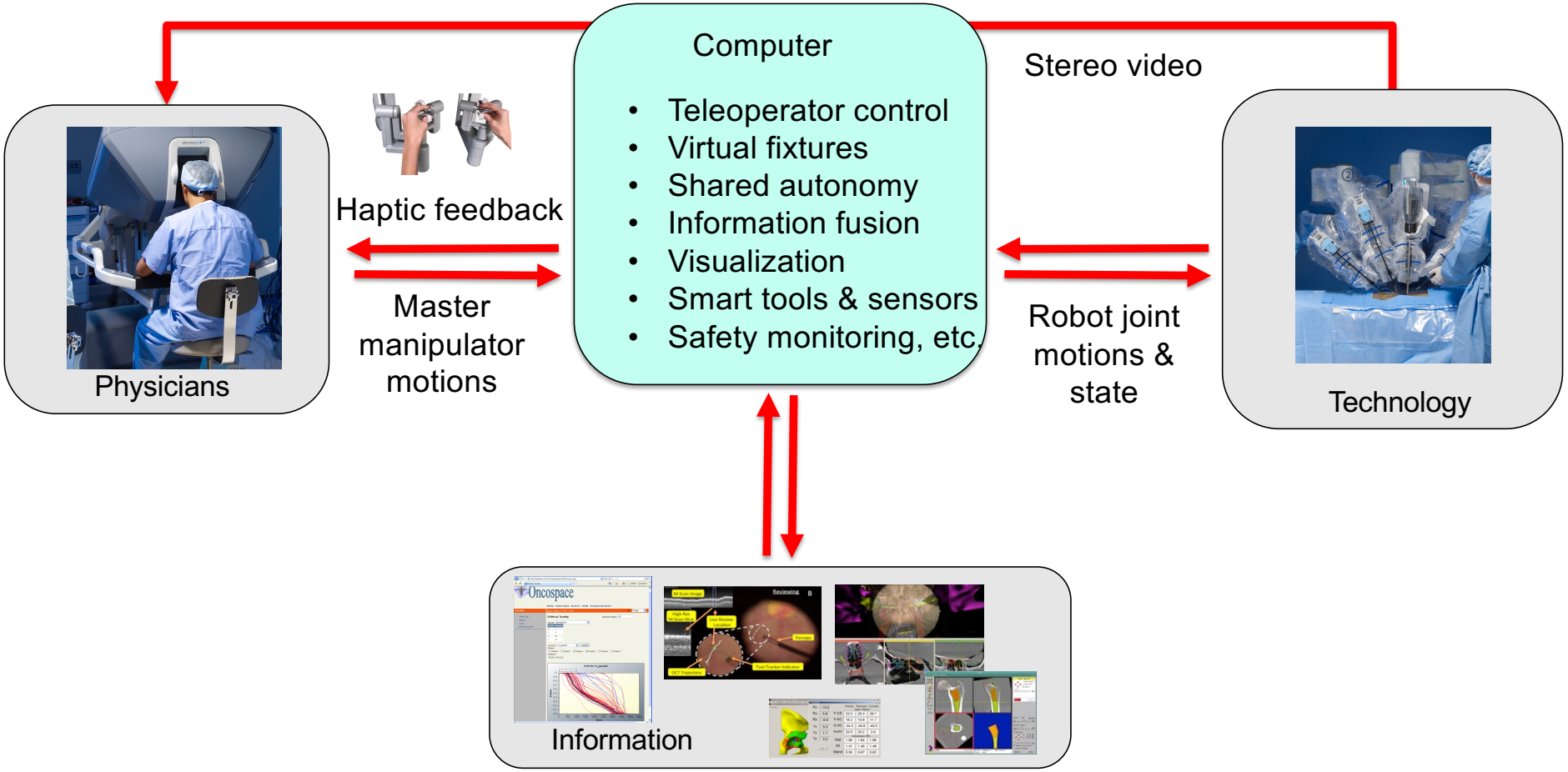
Robot ready for targeting

NIH 2R01CA111288: C. Tempany, Iordachita, Fischer, Tokuda, Hata, …

Current dominant paradigm for interactive surgery



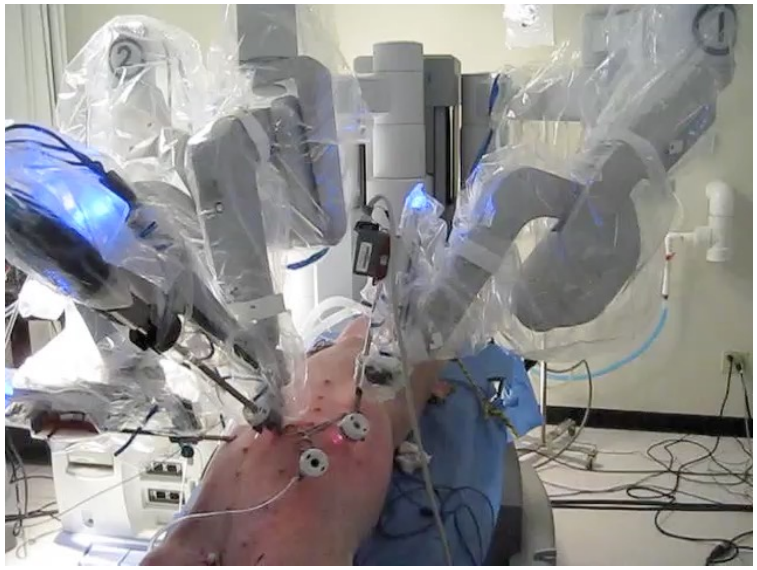
Emerging paradigm (shared autonomy & assistant modes)

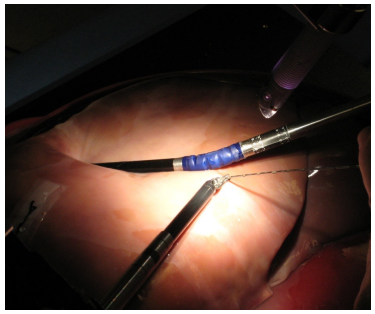


Robotically Assisted Laparoscopic Ultrasound

C. Schneider, P. Peng, R. Taylor, G. Dachs, C. Hasser, S. Dimaio, and M. Choti, "Robot-assisted laparoscopic ultrasonography for hepatic surgery", *Surgery*, Oct 5. (Epub), 2011.

- NIH STTR between CISST ERC and Intuitive Surgical
- Goals
  - Develop dexterous laparoscopic ultrasound instrumentation and software interfaces for DaVinci surgical robot
  - Produce integrated system for LUS-enhanced robotic surgery
  - Evaluate effectiveness of prototype system for liver surgery
- Approach
  - Custom DaVinci-S LUS tool
  - Software built on JHU/ISI “SAW” interface
- Status
  - Evaluation of prototype by surgeons

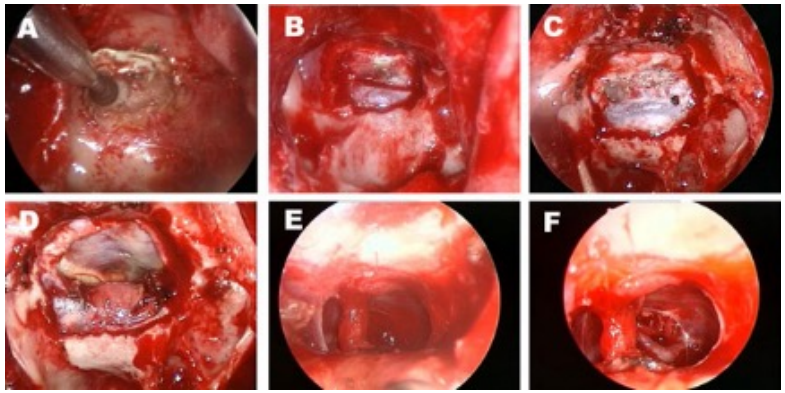


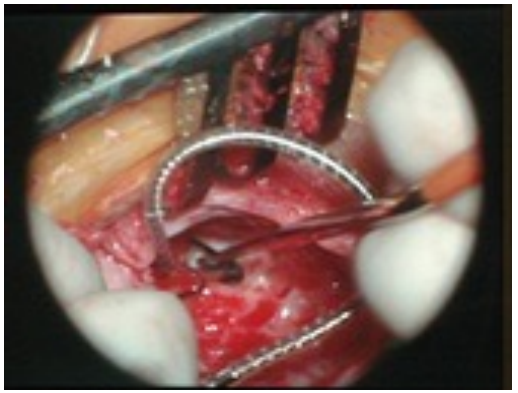


Research DaVinci Application – Not for Human Use

Example: Challenges in Precise Minimally Invasive Head-and Neck Surgery

- Long (25cm) instruments
  - amplify hand tremor
  - reduce precision
- Tight spaces near sensitive anatomy
- Limited working area





The Robotic ENT Microsurgery System (REMS)

User interface:

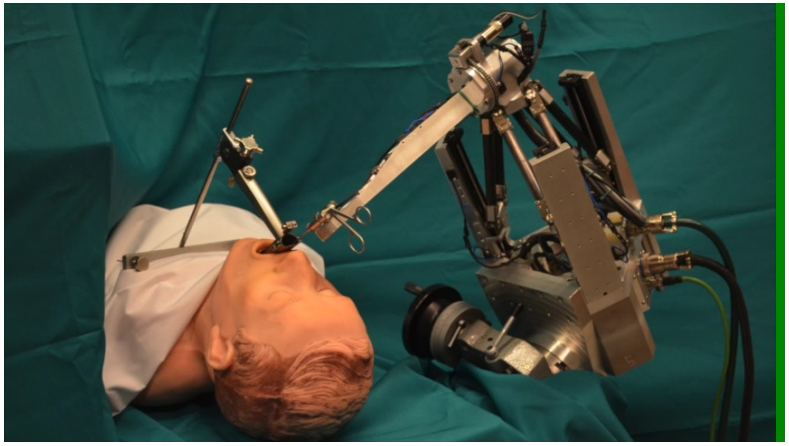
- Hands-on control, surgeon “in the game”
- Foot pedal-controlled gain

Technical specs:

- Up to 0.025 mm precision on-demand
- 6 degrees of freedom
- 125x125x125mm work volume
- Calibrated accuracy ~50-150μm

Control modes:

- Free hand
- Remote center of motion
- Virtual fixture avoidance
- Teleoperation



K. Olds, *Robotic Assistant Systems for Otolaryngology-Head and Neck Surgery,* PhD thesis in Biomedical Engineering, Johns Hopkins University, Baltimore, March 2015.

Cadaver Study: Sinus Surgery with Virtual Fixtures

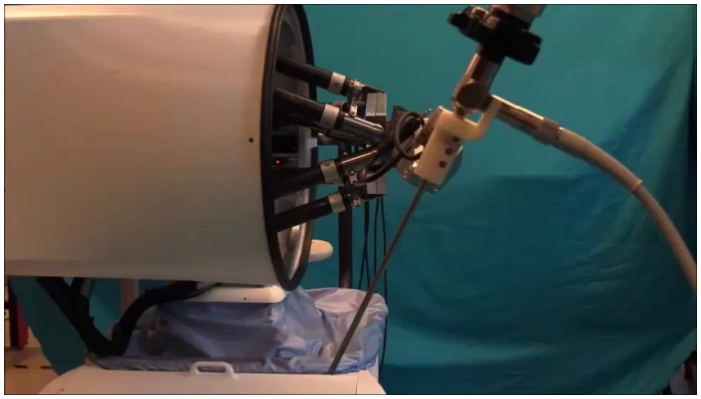
K. Olds, M. Balicki, M. Ishii, R. Taylor

GALEN ROBOTICS

The Galen Platform

Technology:

- Custom 5-DOF architecture
- “Steady Hand” cooperative control
- Hand tremor cancellation
- Virtual fixtures



Ease of Use:

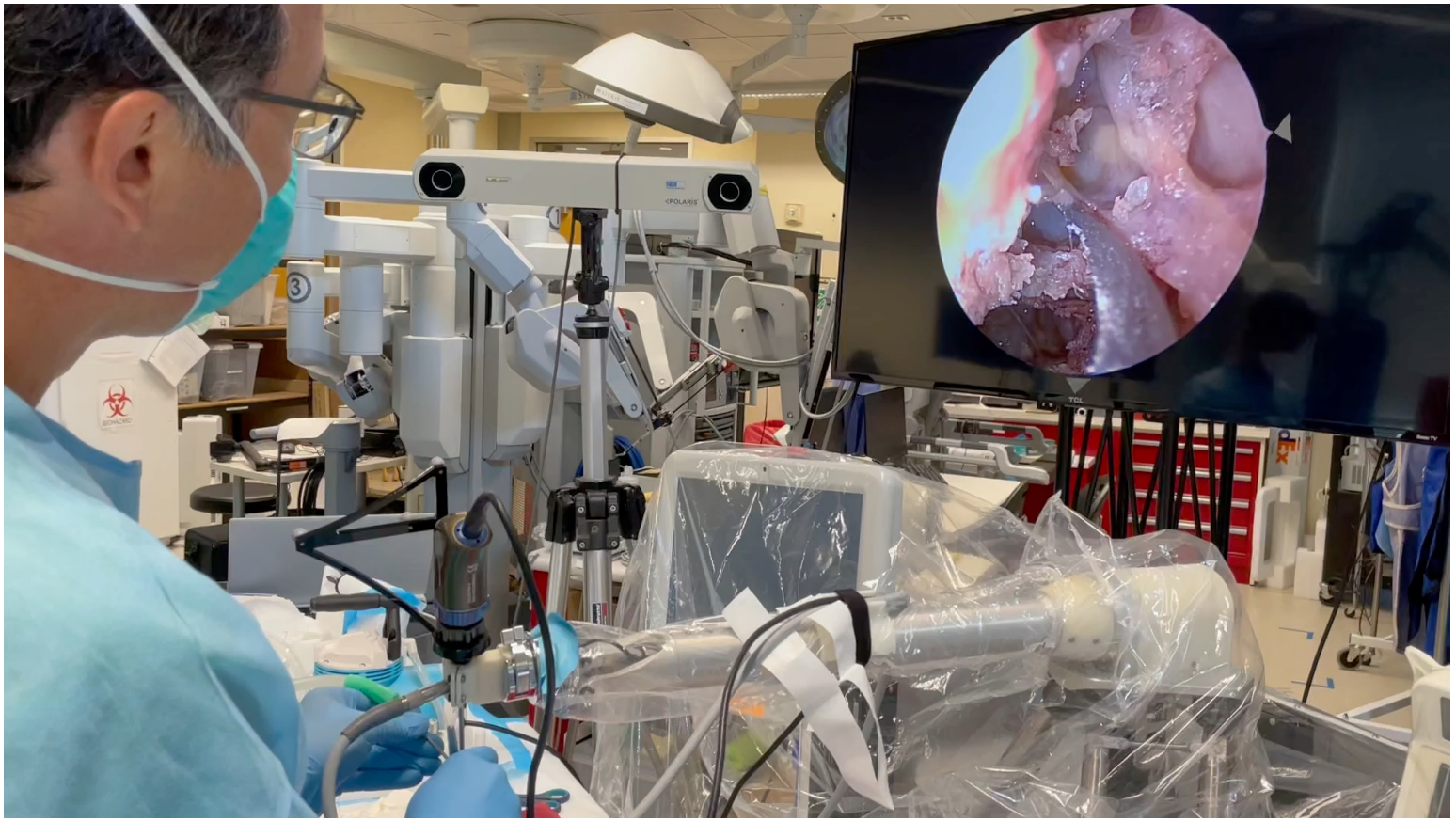
- Same footprint as a person
- Accommodates standard instruments
- Minimal change to existing surgical workflow

Broad Applications:

- ENT, spine, brain, trauma, ….

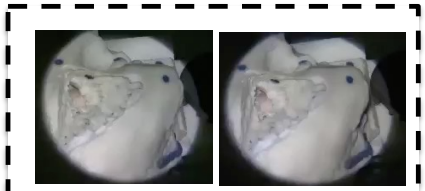
Disclosure: Under a license agreement between Galen Robotics, Inc. and the Johns Hopkins University, Dr. Taylor and the University are entitled to royalty distributions on technology related to technology described in the study discussed in this publication. Dr. Taylor also is a paid consultant to and owns equity in Galen Robotics, Inc. This arrangement has been reviewed and approved by the Johns Hopkins University in accordance with its conflict-of-interest policies.

Recent Cadaver Study with Galen Robot

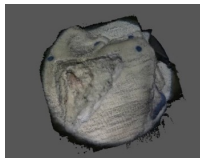


M. Ishii, M. Sahu, R. Taylor

A “smart” skull base surgical assistant



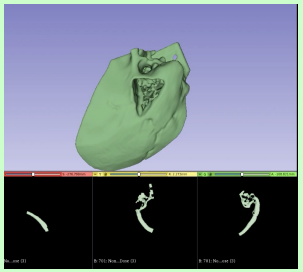
Stereo Video



3D Point Cloud

Patient CT

Registered
and updated
real time
model
Tool tracking

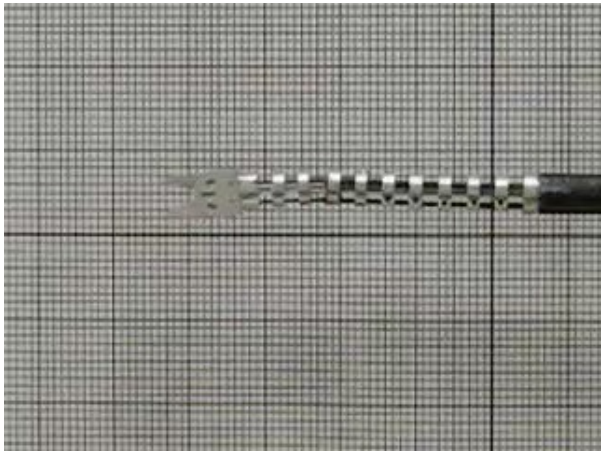


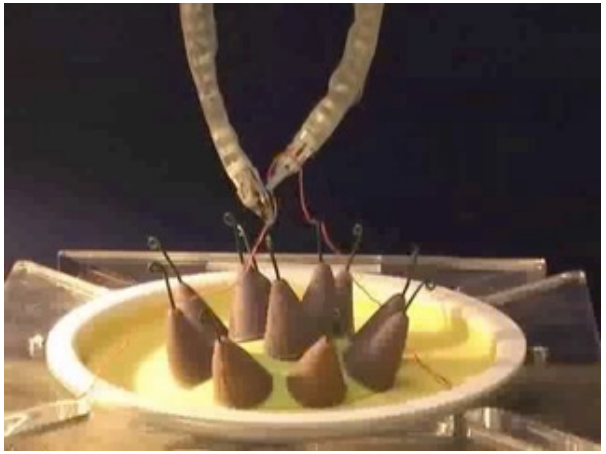
Assistance Modes & Virtual fixtures
Navigation
Advanced Visualization
Learning & Training

Max Li, Russ Taylor, Mathias Unberath, Francis Creighton,

Snake-like robot for minimally invasive surgery

- **Goals**
  - Develop scalable robotic devices for high dexterity manipulation in confined spaces
  - Demonstrate in system for surgery in throat and upper airway
- **Approach**
  - “Snake-like” end effectors with flexible backbones and parallel actuation
  - Integrate into 2-handed teleoperator system with optimization controller
- **Status**
  - Licensed to industry partner
  - Significant research at Vanderbilt
- **Funding**
  - NIH R21, CISST ERC, JHU, Columbia
  - NIH proposals pending

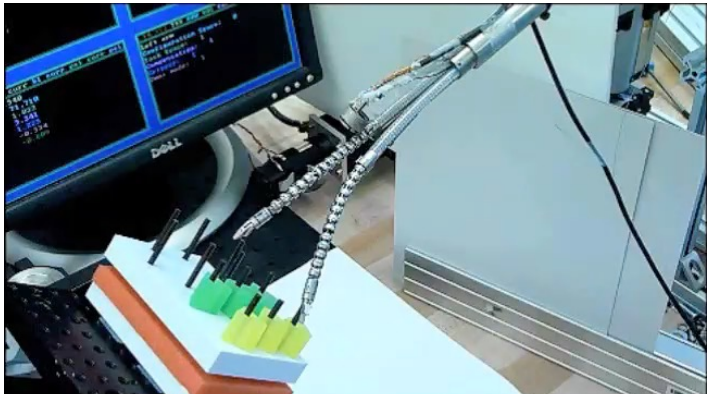


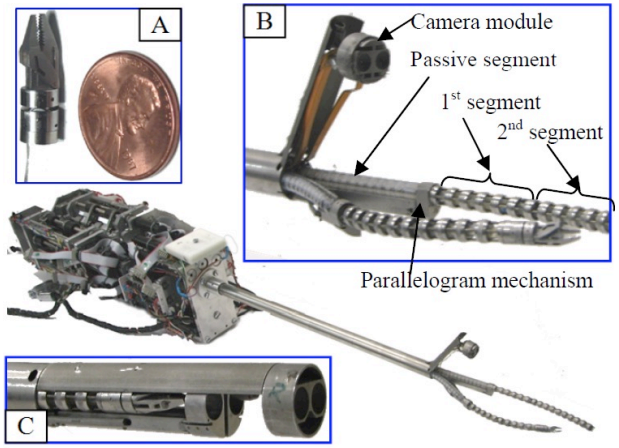


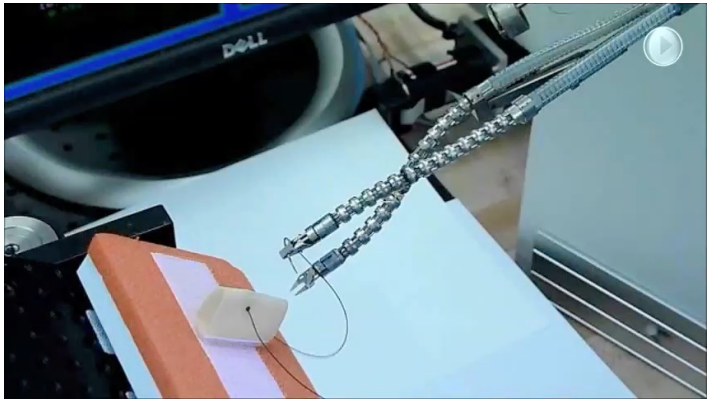
R. Taylor, N. Simaan, *et al.*

Single Port Access Surgery

Nabil Simaan (Vanderbilt, Columbia), with
P. Allen (Columbia), D. Fowler (Columbia)

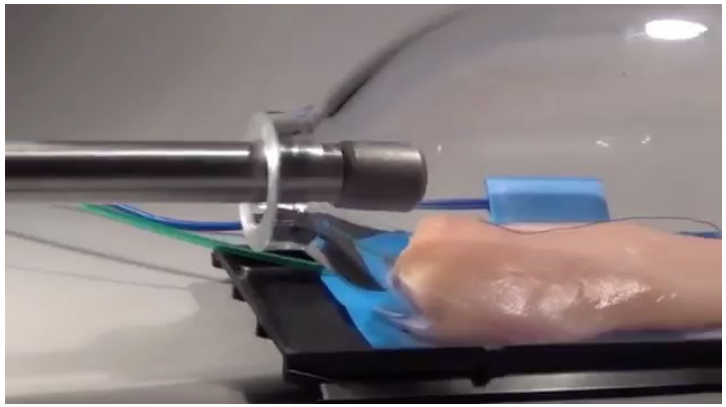






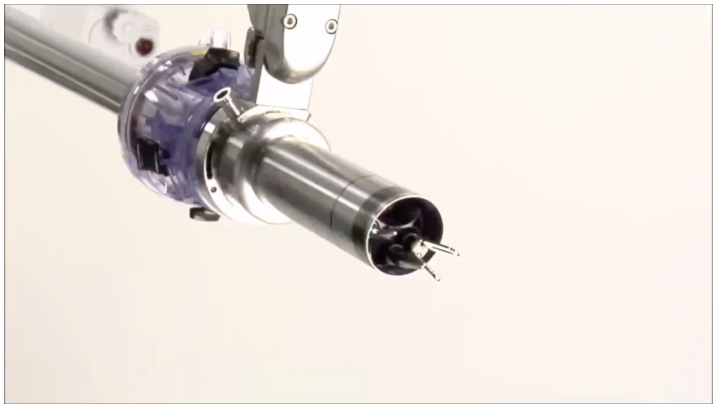
New technology finally allows true evaluation of the potential of single port access surgery. Systems raise new questions about control and telemanipulation infrastructure/cooperative control.

Single Port Access Robotic Surgery



Titan Medical Sport

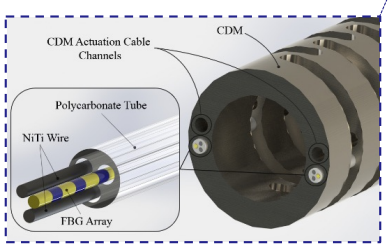
https://www.youtube.com/watch?v=jIvjvcKA6xQ

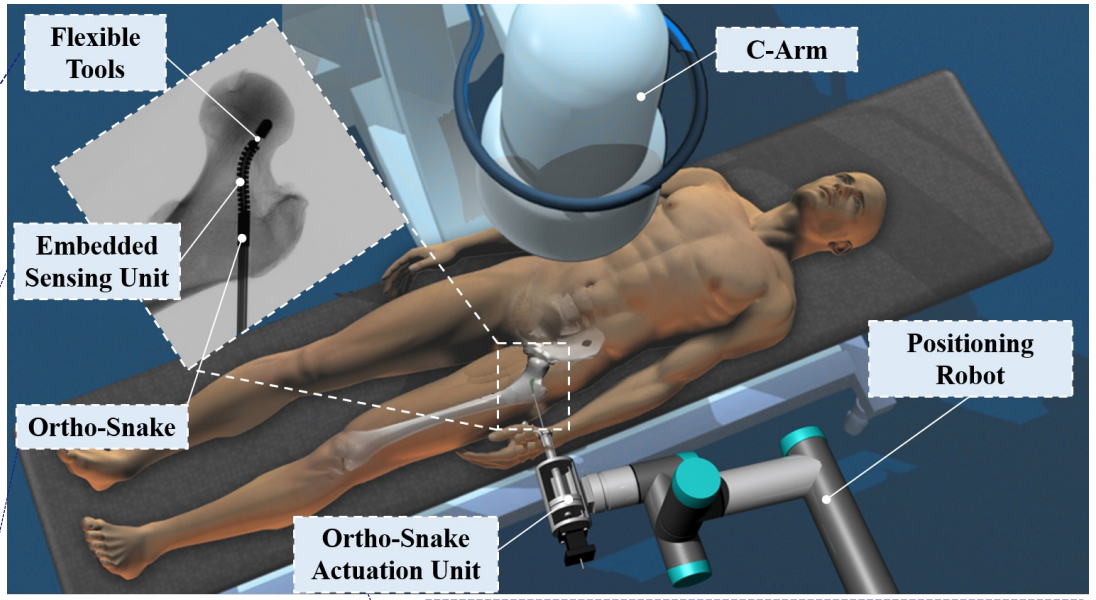


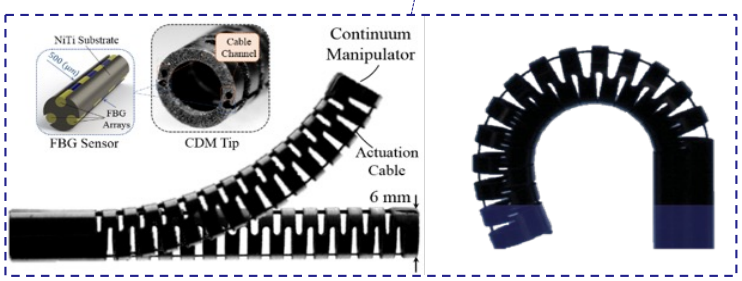
Intuitive Surgical Sp

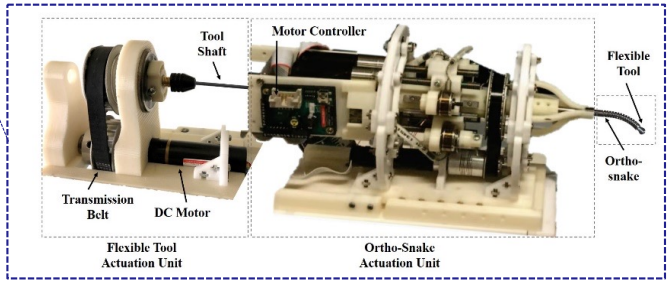
https://www.youtube.com/watch?v=-jm63JdTrp4

A Robotic System for Minimally-Invasive Orthopedic Surgeries







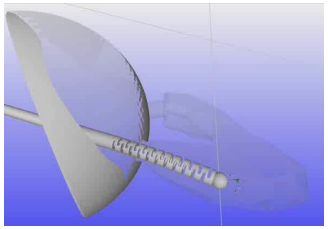


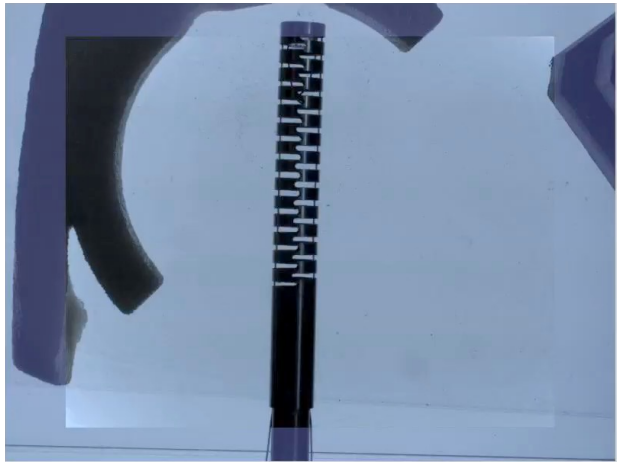
M. Armand, J. Sefati, F. Alambeigi, J. Kim, R. Taylor, *et al.*

Osteolysis Treatment Using Ortho-Snake

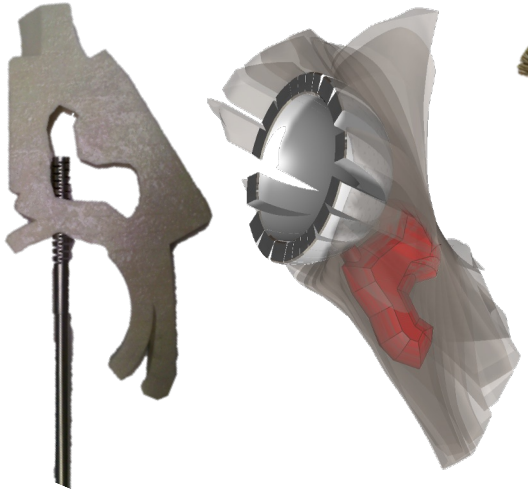
M. Armand, R. Taylor, M. Kutzer, R. Murphy, S. Segrett,i F. Alambeigi, I. Iordachita, H. Liu, Y. Otake P. Wilkening, *et al.*

Ortho-snake is able to explore **over 94%** of the lesion space.





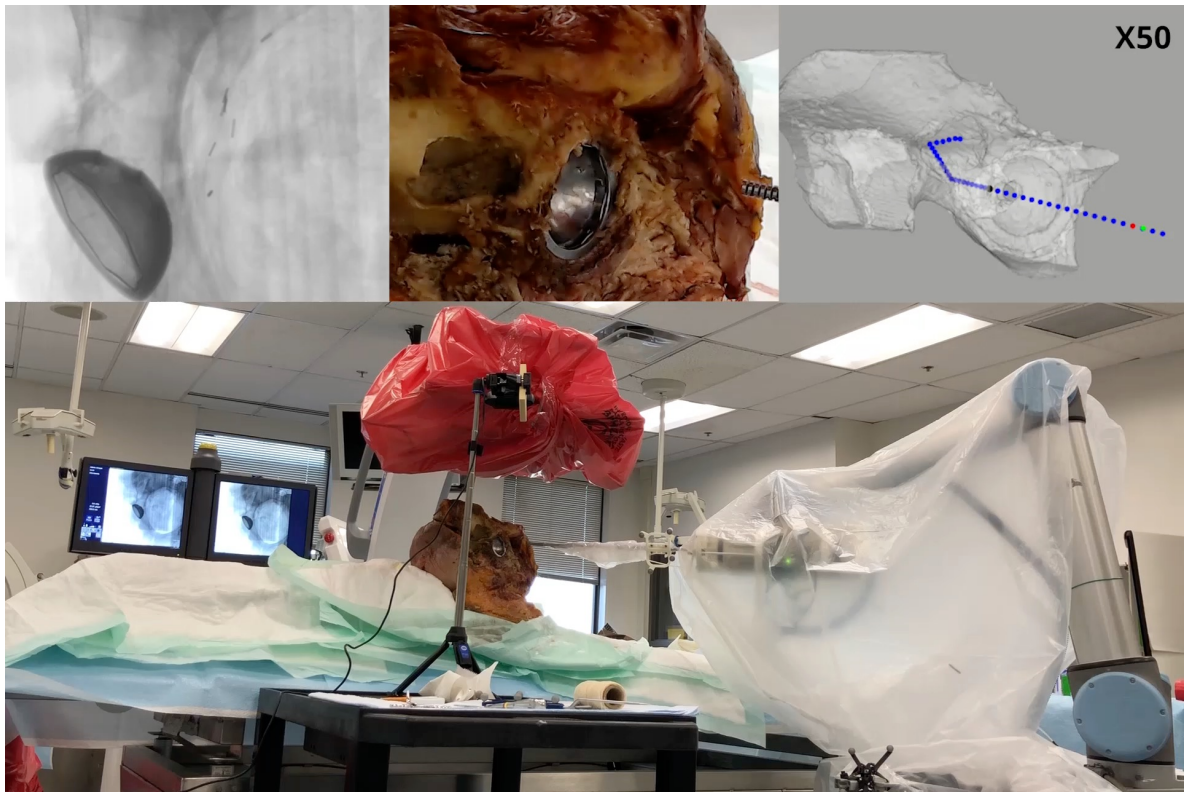
R. J. Murphy et al, Robotica, 2014



Simulated Lesion Geometry

Ortho-Snake Passing through an Implant

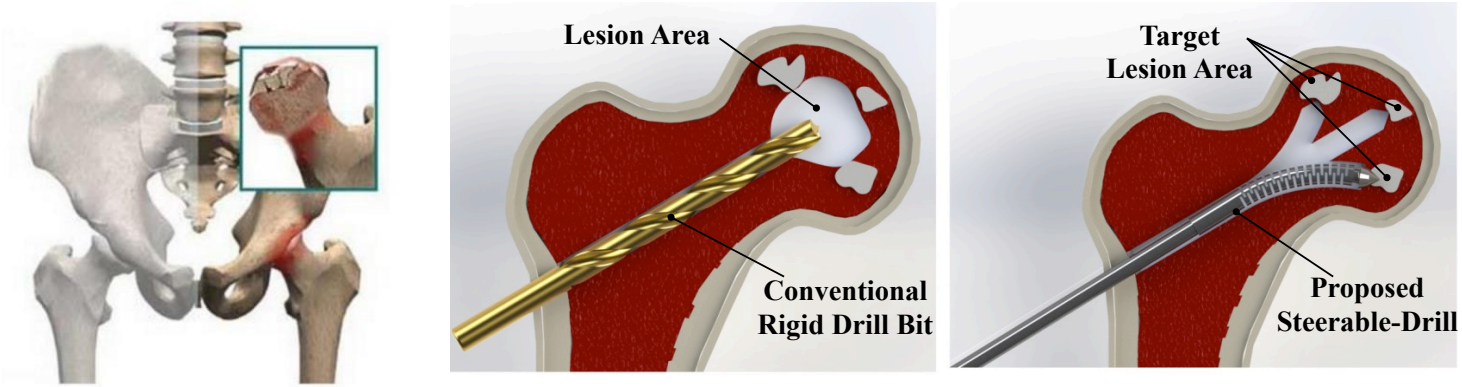
Treatment of Osteolysis Through the Acetabular Implant Screw Holes



Sefati et al, *IEEE TRO*, 2021

Curved Drilling of the Femoral Head

- Osteonecrosis of the femoral head
  - More than 20,000 patients per year
  - To reduce the pressure in the femoral head, core decompression was developed more than three decades ago.
- Steerable “snake” with flexible drill provides better access to femoral head volume than does conventional

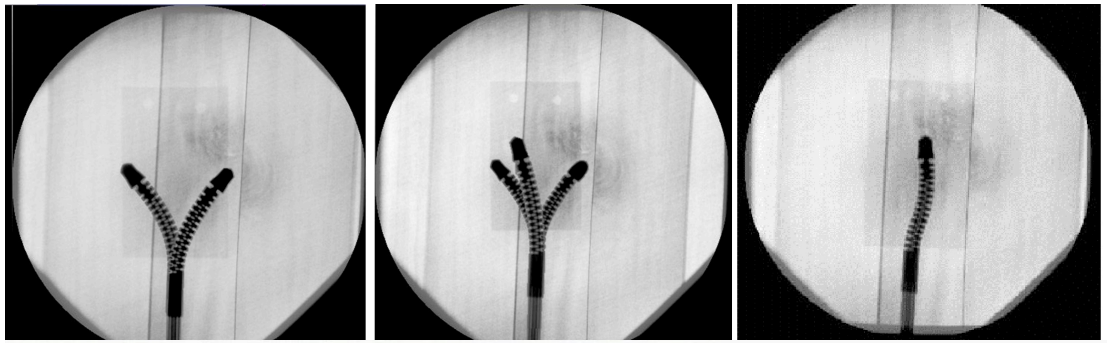


Farshid Alambeigi, Yu Wang, Shahriar Sefati, Ryan. J. Murphy, Iulian Iordachita, Russell H. Taylor, Harpal Khanuja, and Mehran Armand, “Curved-Drilling Approach in Core Decompression of the Femoral Head Osteonecrosis Using a Continuum Manipulator”, *Proc. ICRA 2017*

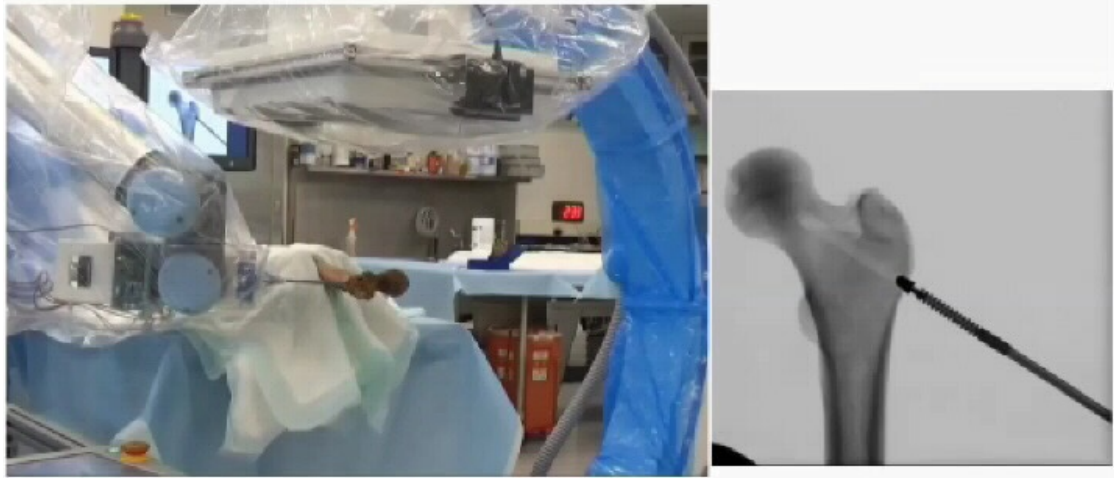
Curved Drilling of the Femoral Head

Alambeigi, Armand, *et al.*

S-Shape and multiple branch curved-drilling



Curved-Drilling Experiments on human cadaver specimens



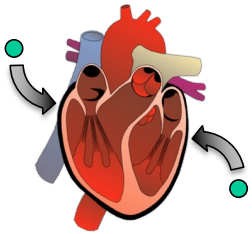
Farshid Alambeigi, Yu Wang, Shahriar Sefati, Ryan. J. Murphy, Iulian Iordachita, Russell H. Taylor, Harpal Khanuja, and Mehran Armand, "Curved-Drilling Approach in Core Decompression of the Femoral Head Osteonecrosis Using a Continuum Manipulator", *Proc. ICRA 2017*

Foreign Bodies in the Heart

Causes

Thrombi, Shrapnel

Iatrogenic



Symptoms

Cardiac Tamponade

Hemorrhage

Arrhythmia

Infection

Shock

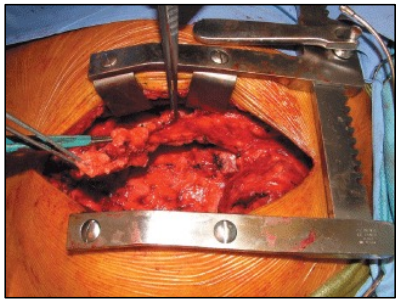
Embolism

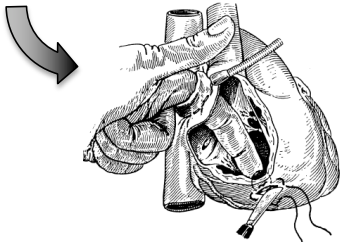
Valve Dysfunction

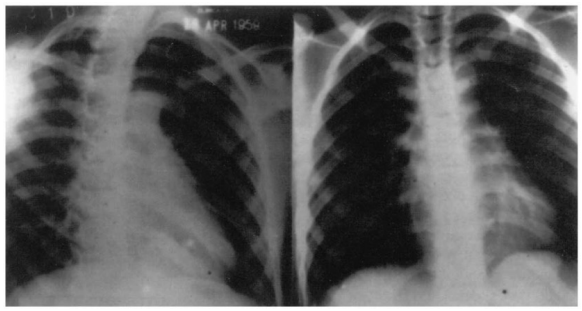
Conventional Treatment

Median Sternotomy

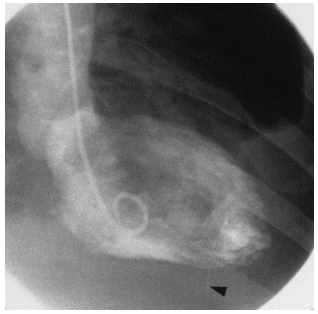
Cardiopulmonary Bypass







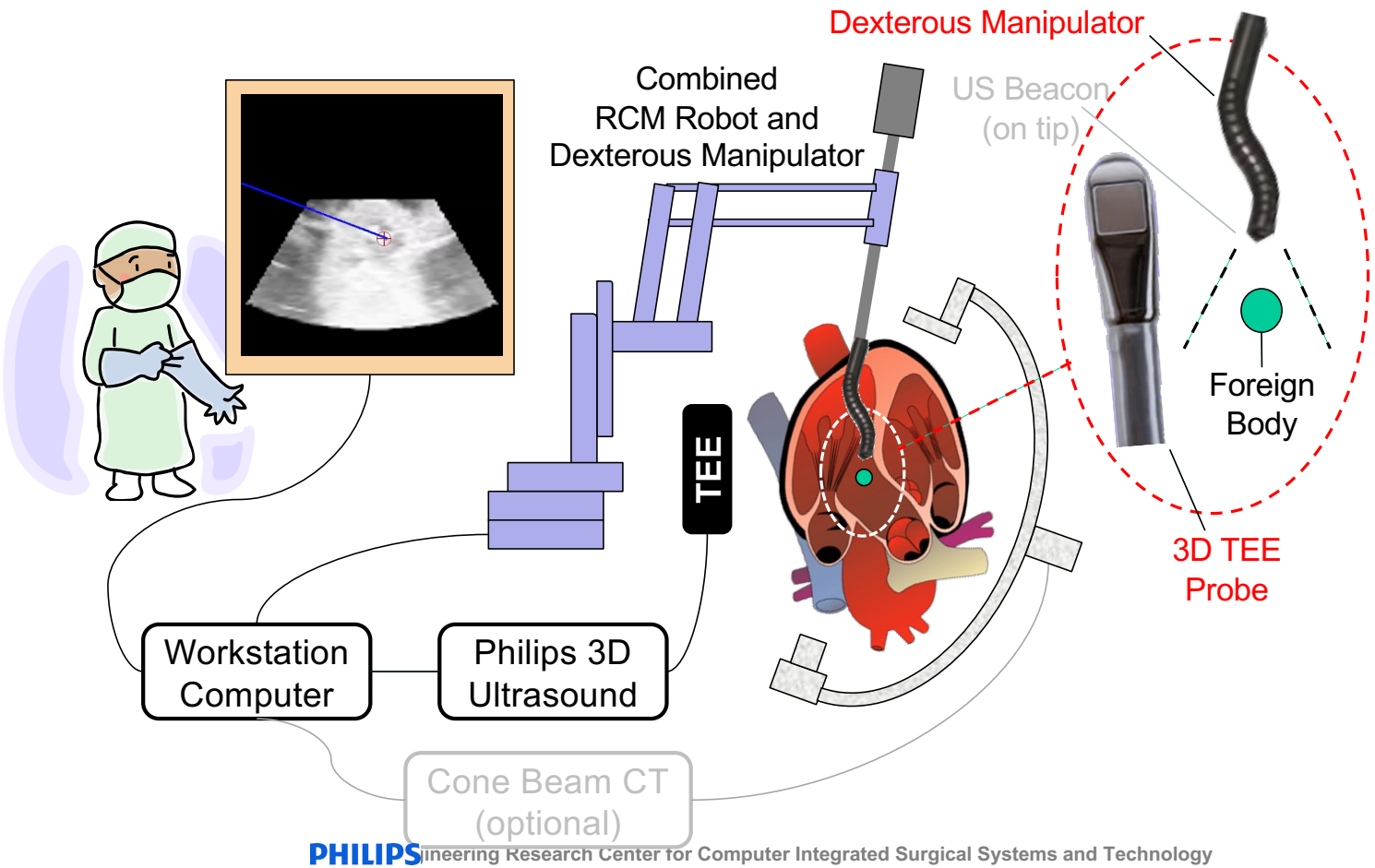
(Actis Dato, 2003)



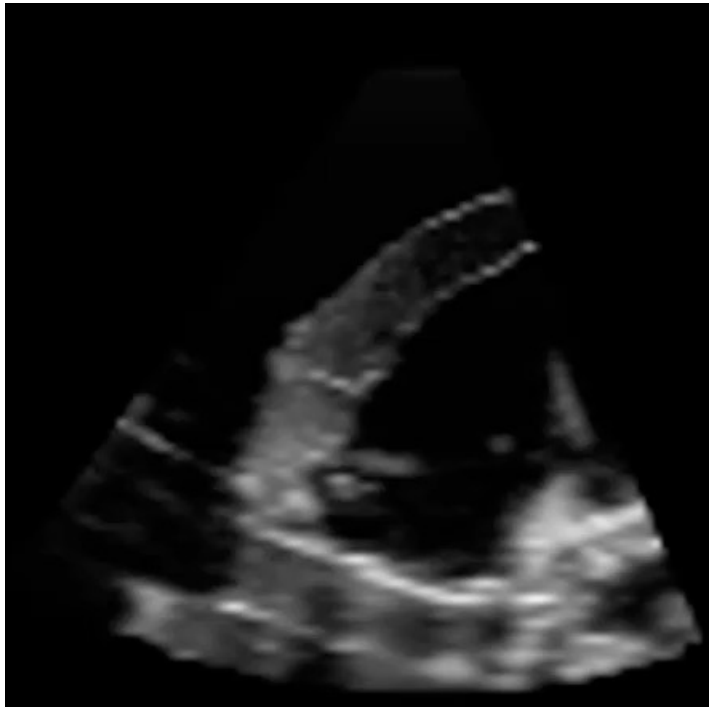
(LeMaire, 1999)

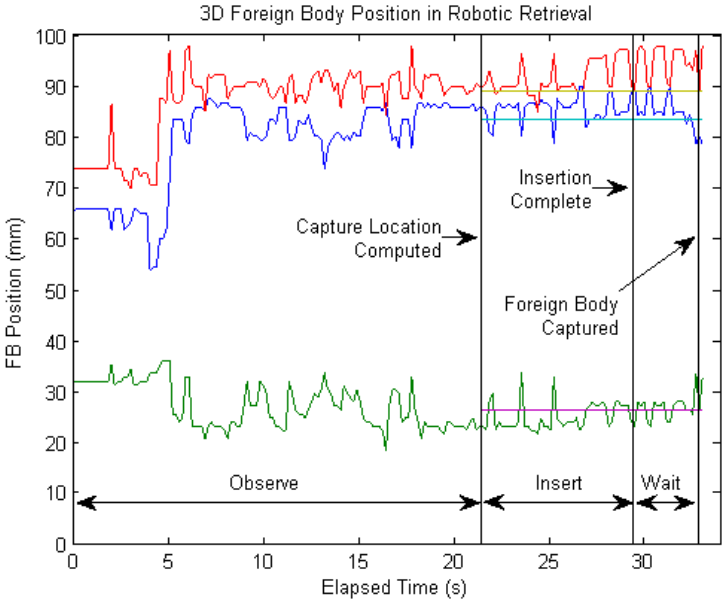
Beating Heart MIS with 3D US Guidance

Paul Thienphrapa, Aleksandra Popovic, Russell Taylor



Retrieval Experiment Results



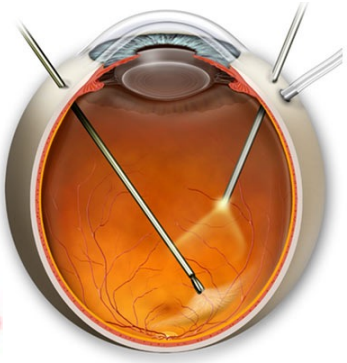


PHILIPS

Thienphrapa *et al. 2013*

Vitreoretinal Microsurgery

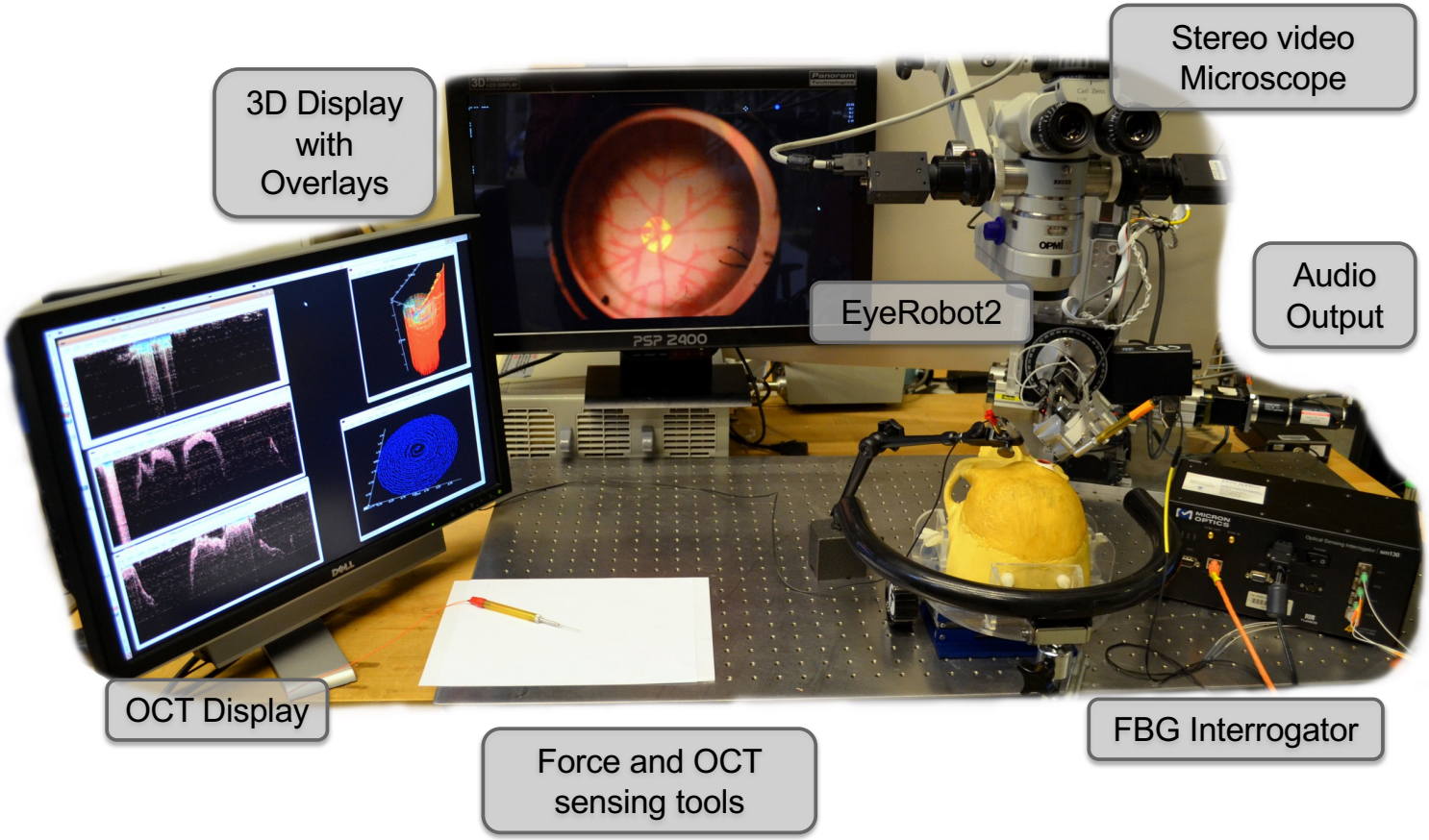
British Journal of Ophthalmology 2004 - Akifumi Ueno et al



www.eyemdlink.com

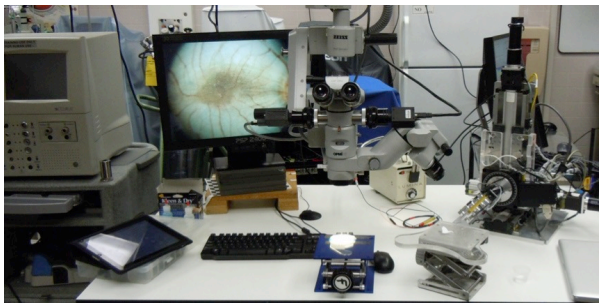
Alcon Vitreosurgery Instrument

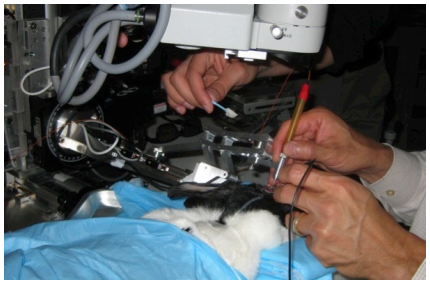
Microsurgery Assistant Workstation

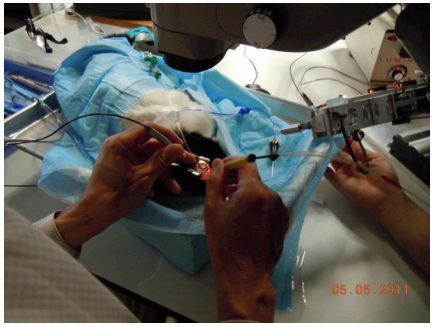


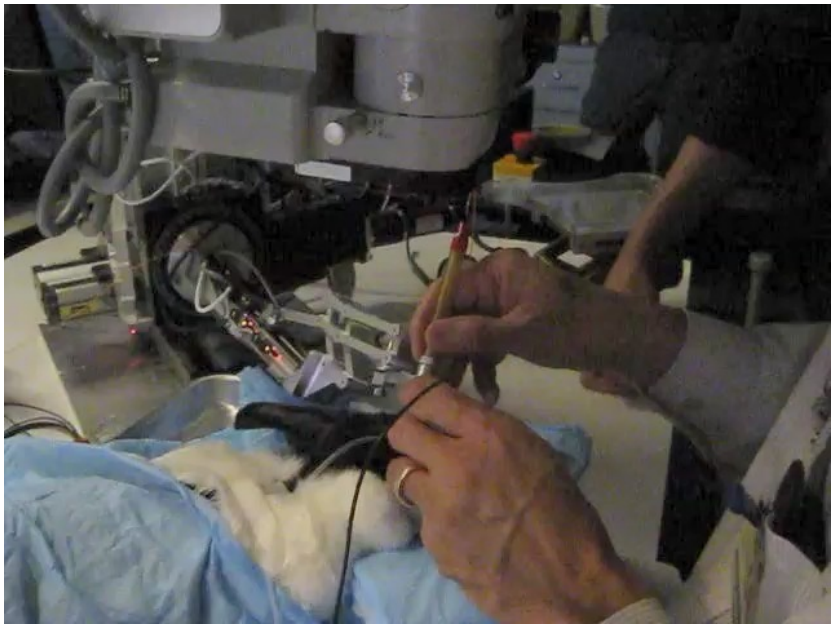
In-Vivo Experiments

- Overall System Performance
- System Ergonomics
- Collect Data
  - Robot / Force / OCT
  - Video / Audio

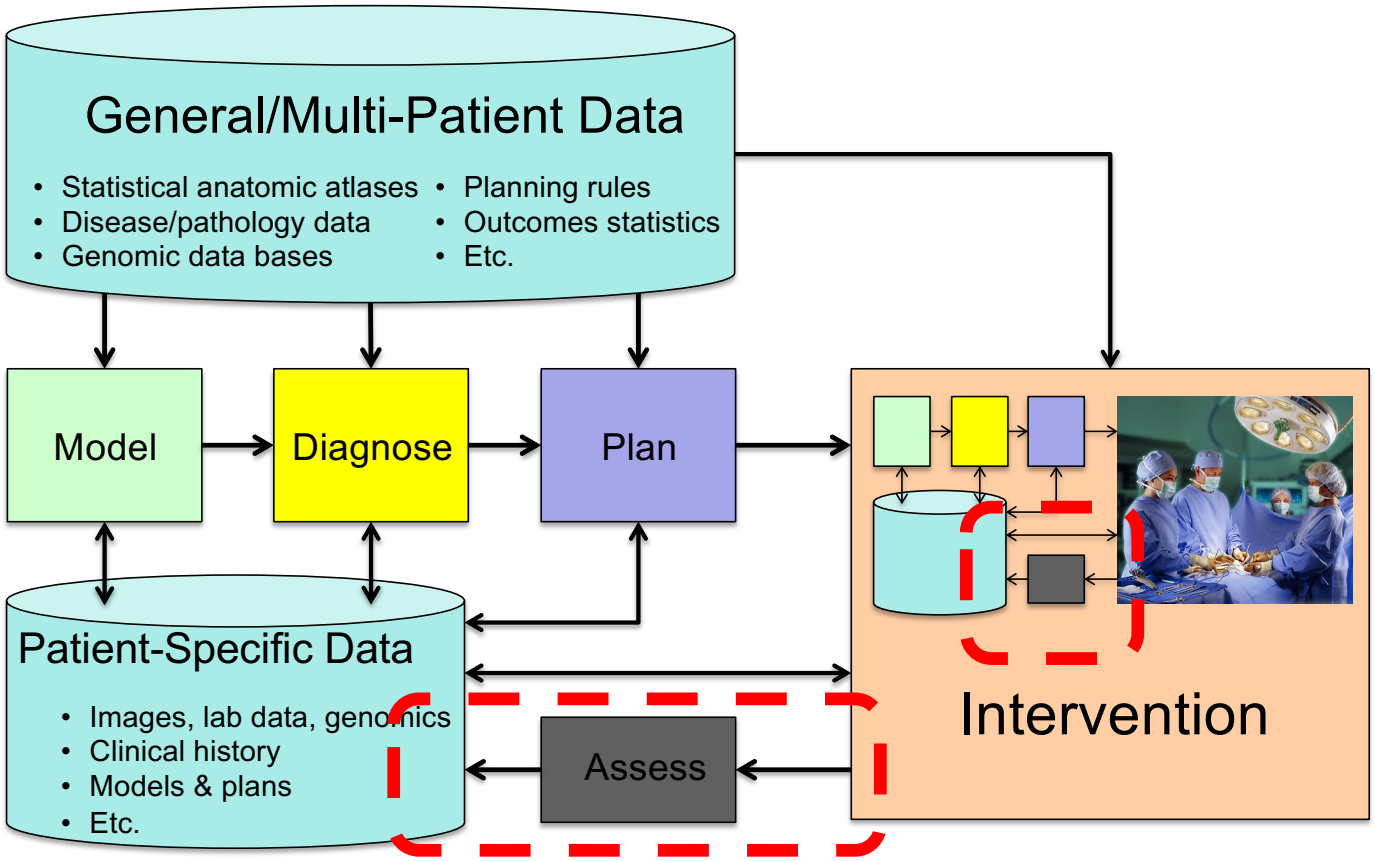






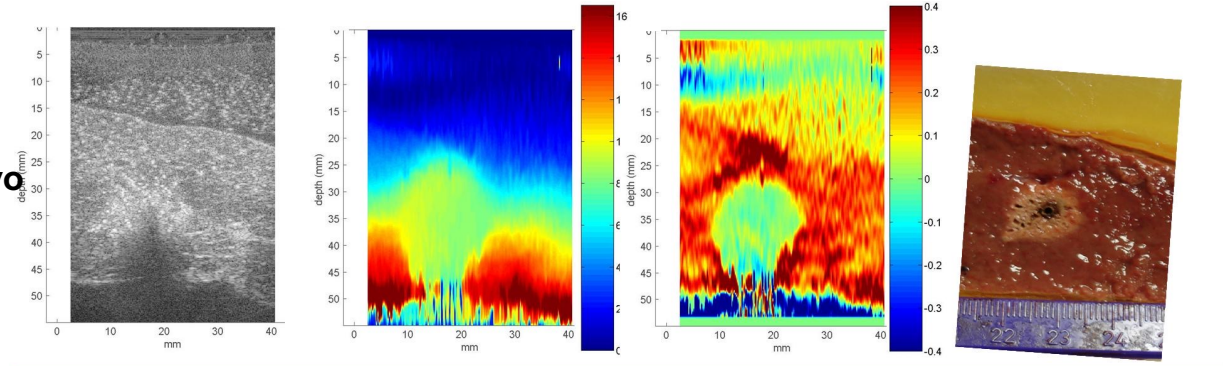


Patient-specific assessment and feedback



Elastography monitoring of ablations

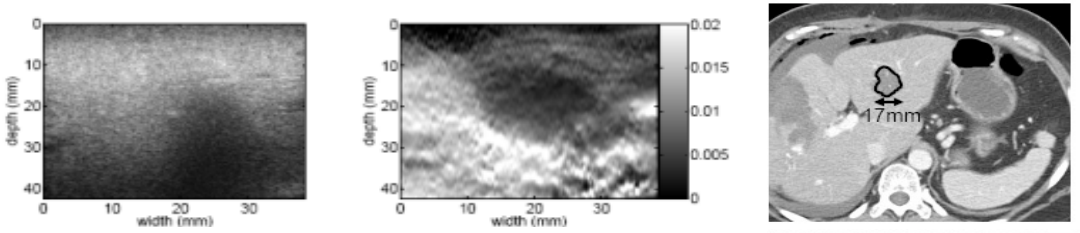
Ex vivo



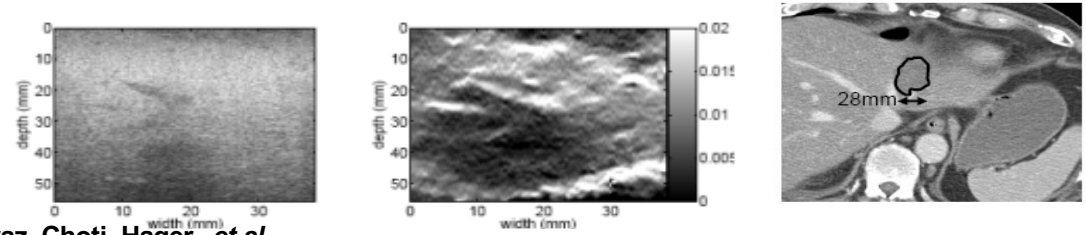
B-mode image	Displacement image	Strain image	Gross pathology image

ultrasound | elasticity | post-operation CT

patient 1

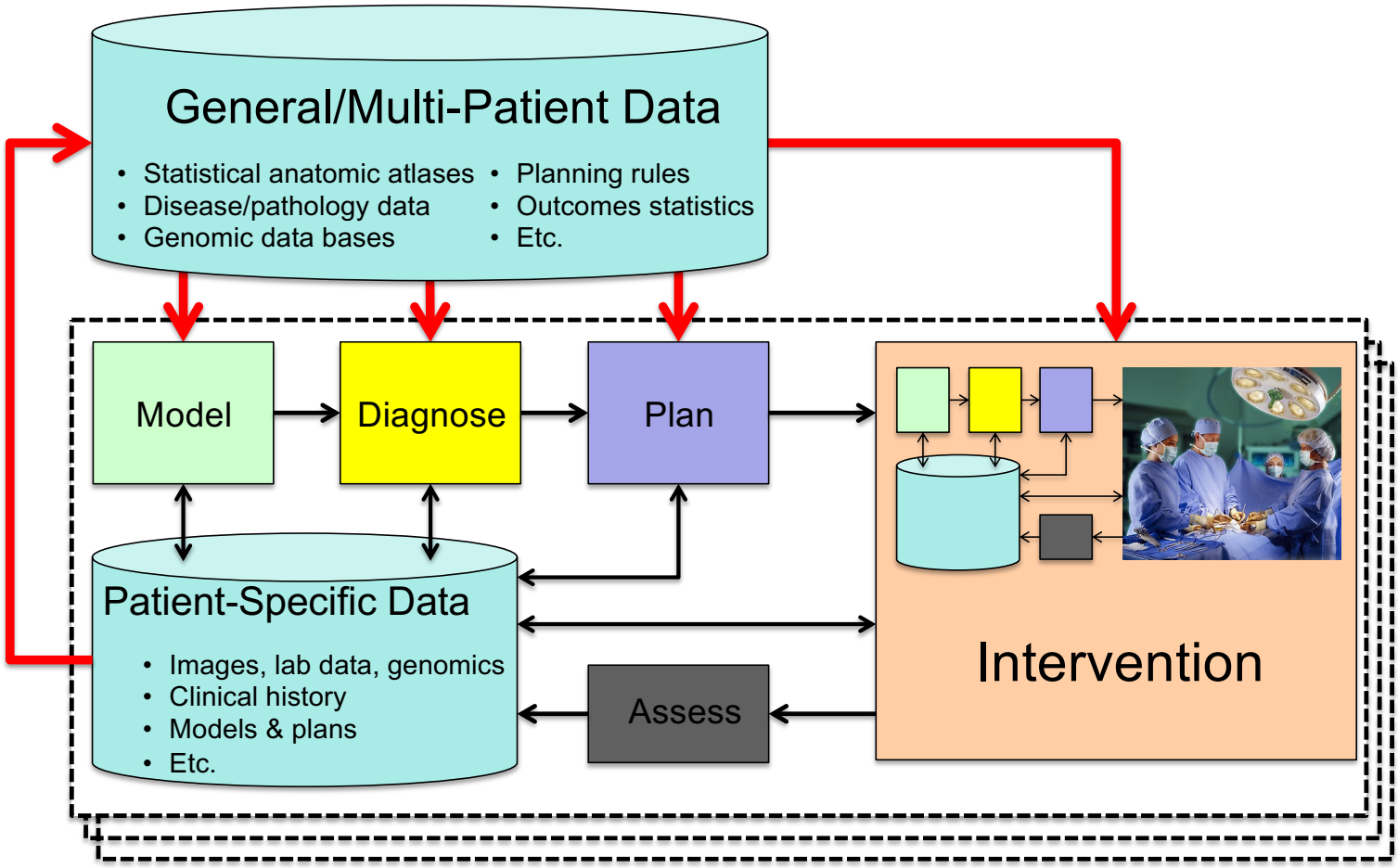


patient 2



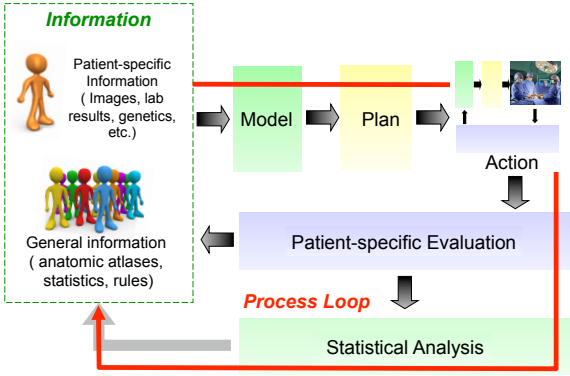
Credit: Boctor, Rivaz, Choti, Hager, *et al.*

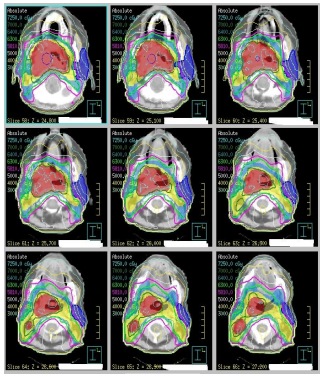
Statistical Analysis and Decision Support



Information-Integrated Process Learning

- **Key idea**
  - Medical robots and CAI systems inherently generate data and promote consistency
  - Eventually, outcomes are known
  - Combine this information over many patients to improve treatment plans / processes
- **Issues / Themes**
  - Very large data bases combining heterogeneous data
  - Statistical modeling of patients, procedures, and outcomes
  - Online tracking of procedures





Credit: Todd McNutt

Outer/Population Loop

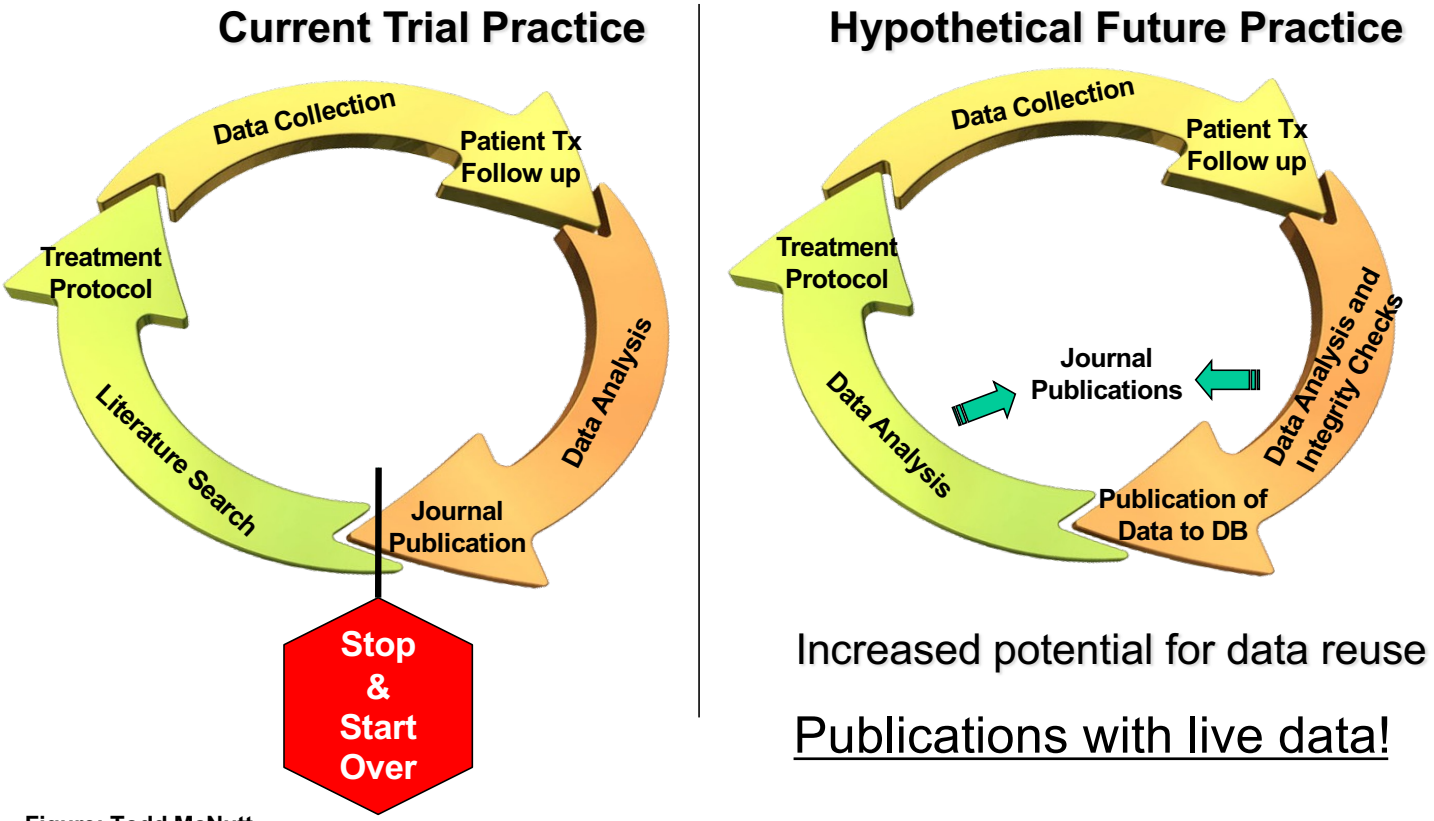
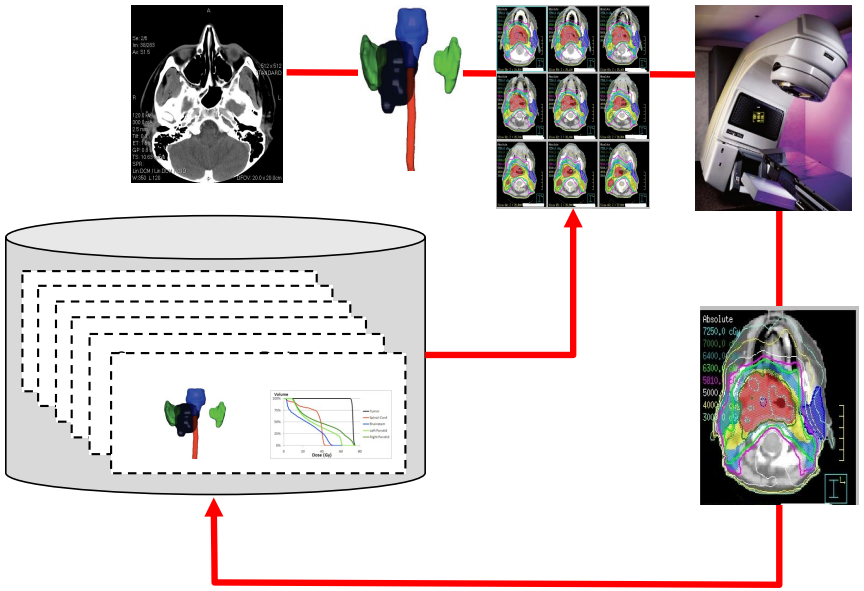


Figure: Todd McNutt

Increased potential for data reuse

Publications with live data!

Statistical process control for radiation therapy



Overall Goal: Use a database of previously treated patients to improve radiation therapy planning for new patients

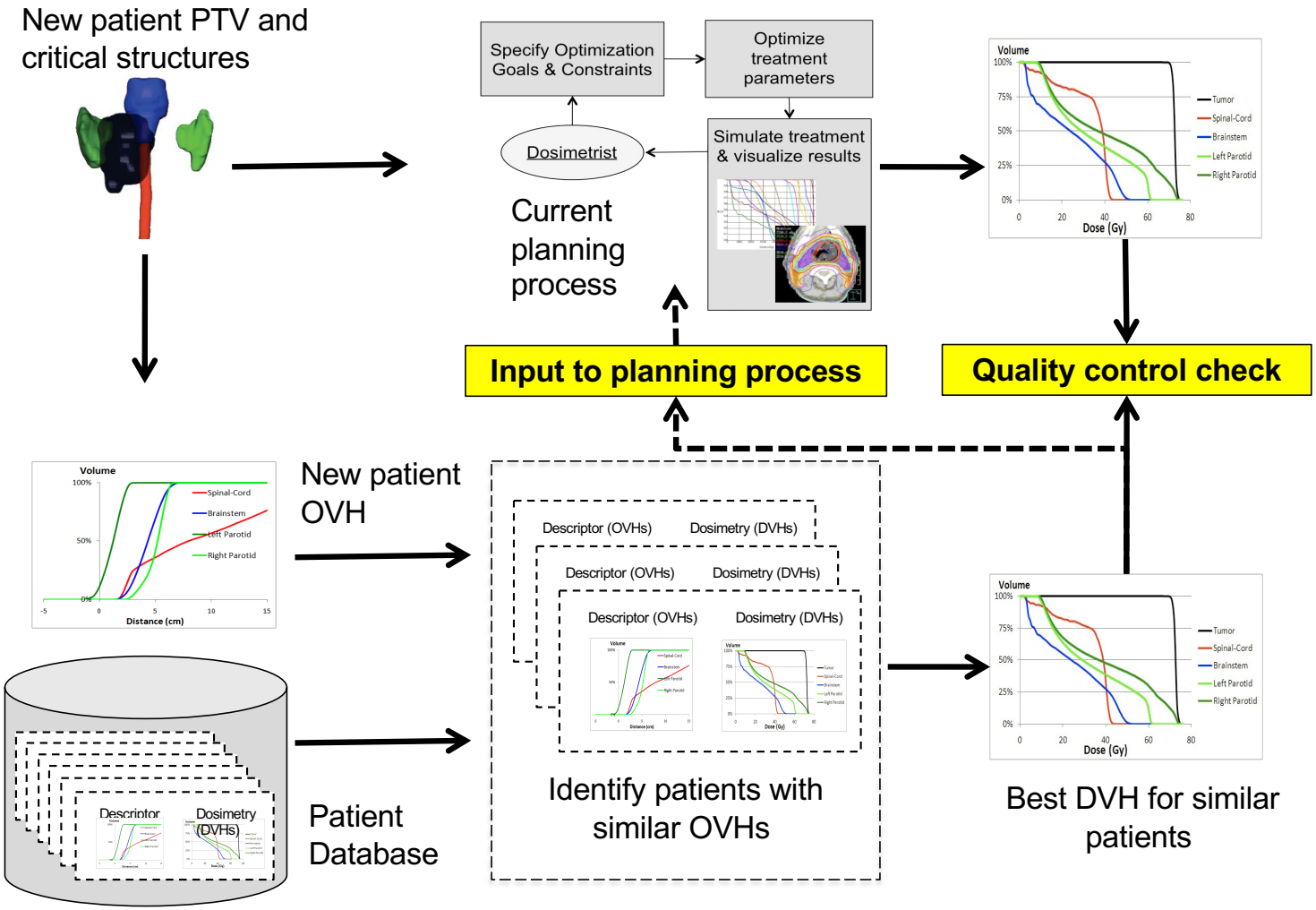
Team:

CS: R. Taylor, M. Kazhdan, P. Simari, A. King

BME: R. Jacques

Rad. Oncology: T. McNutt, J. Wong, B. Wu, G. Sanguinetti (MD)

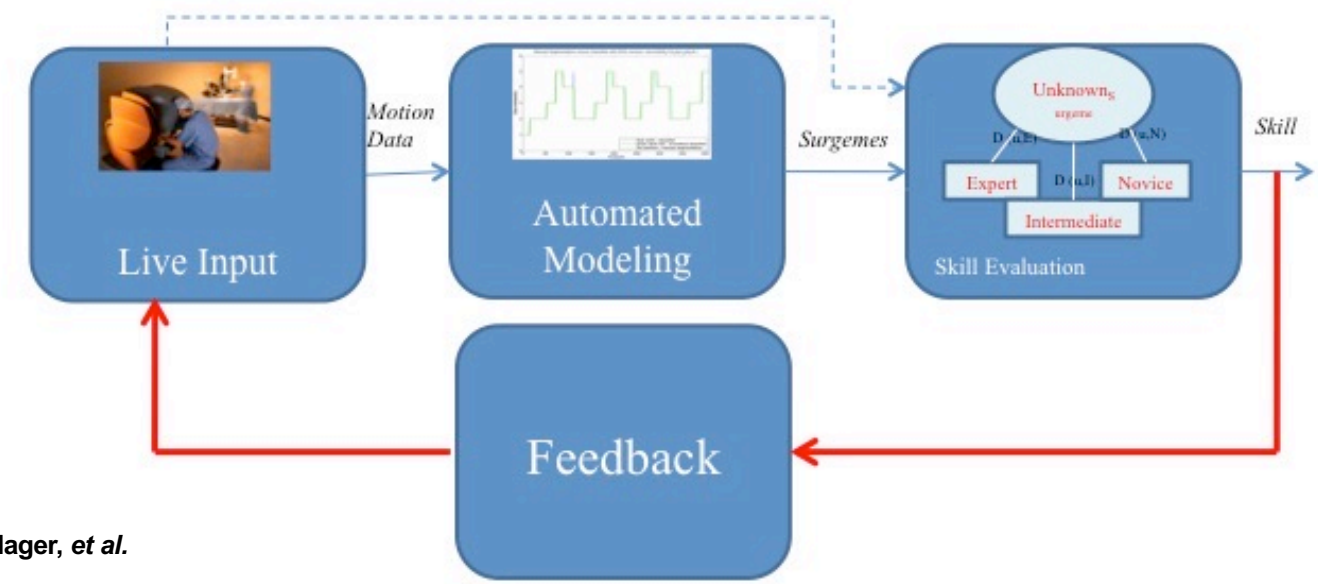
Support: Paul Maritz, Philips, JHU internal funds



T. McNutt, B. Wu, M. Kazhdan, P. Simari, A. King, R. Jacques, J. Wong, R. Taylor

Applications Of Surgical Motion Models

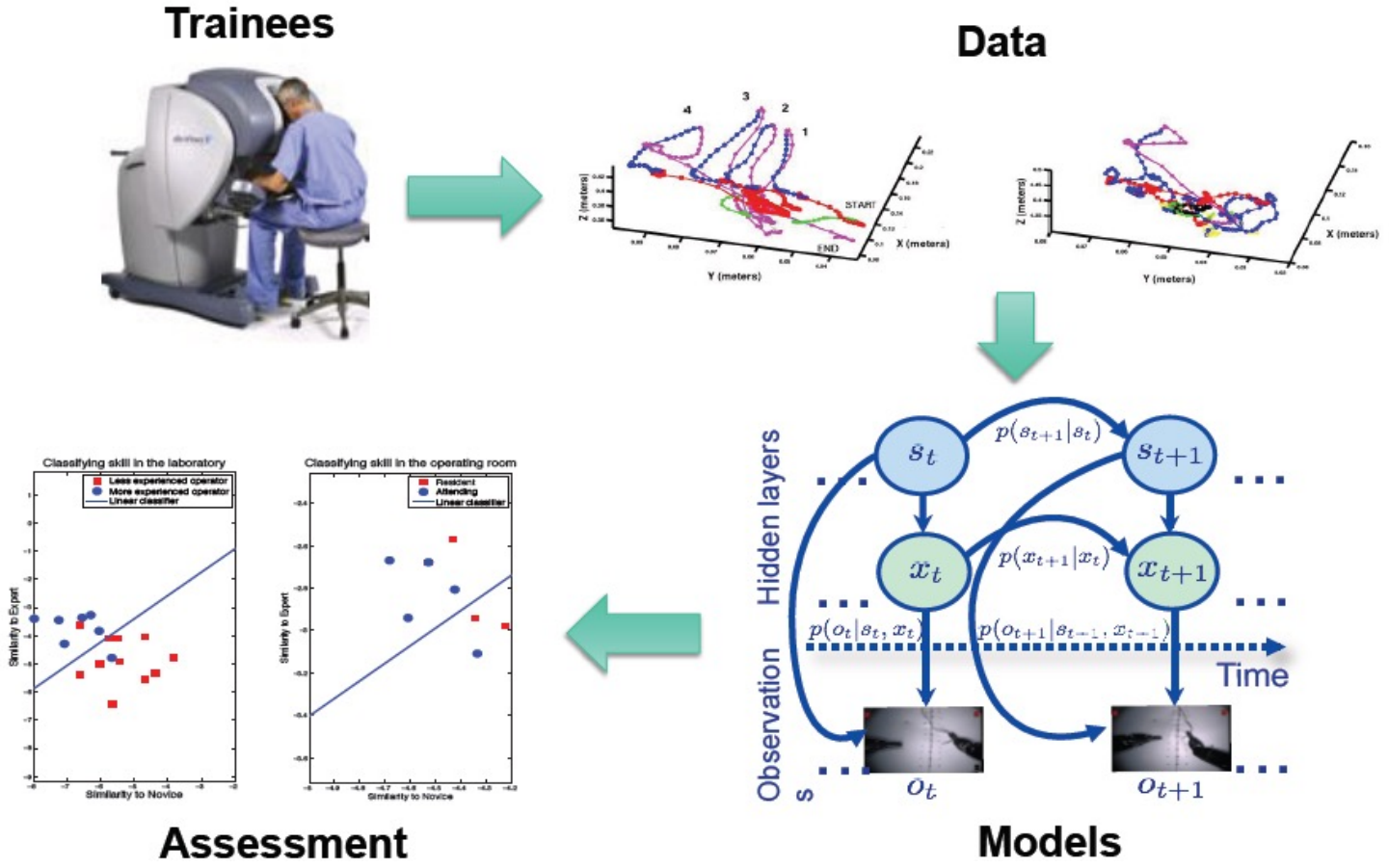
Underlying hypothesis: Learned motion models of experts can be used for teaching, training, and automation of surgical actions.



G. Hager, *et al.*

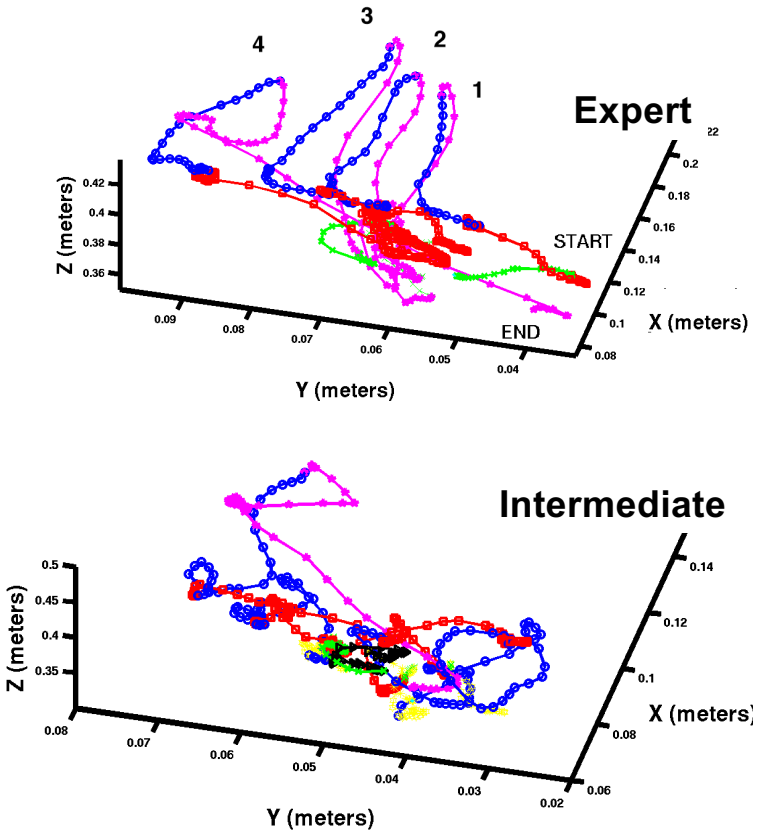
The Language of Surgery

Hager, Khudanpur, Vidal + Chen, Lee, Ishii



Example: Automatic Detection and Segmentation of Robot-Assisted Surgical Motions

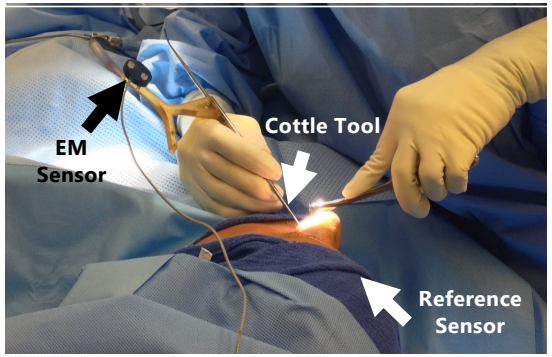
- Goals:
  - Automatic recognition of different surgical motions
  - Comparison of skill level differences between surgeons
- Method
  - Extract features from position and velocity traces
  - Linear discriminant analysis with probabilistic Bayesian classifier

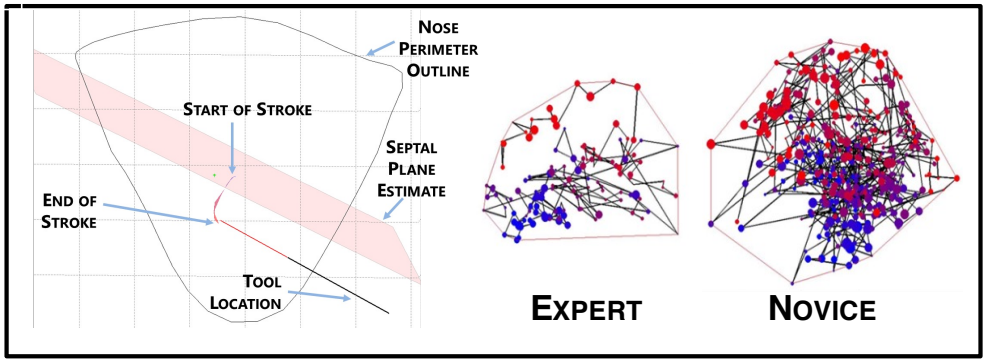


H. Lin, I. Shafran, T. Murphy, D. Yuh, A. Okamura, G. Hager (MICCAI 2005)

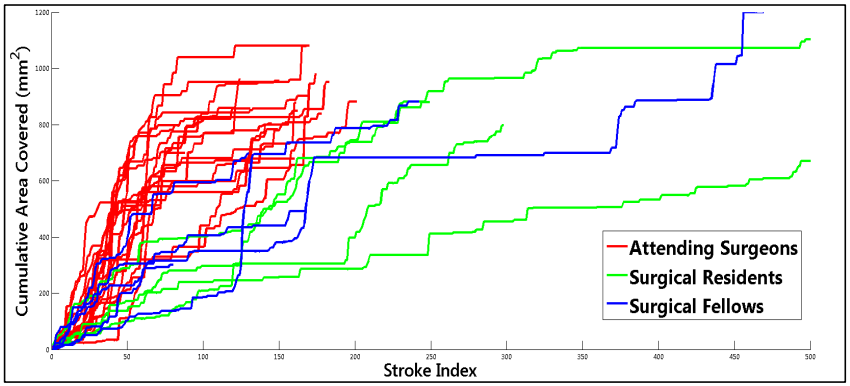
Unstructured surgeries: Discovering “teachable” tactics

Septoplasty: “index” surgery





Automatic Segmentation of
Strokes in Nasal Septoplasty

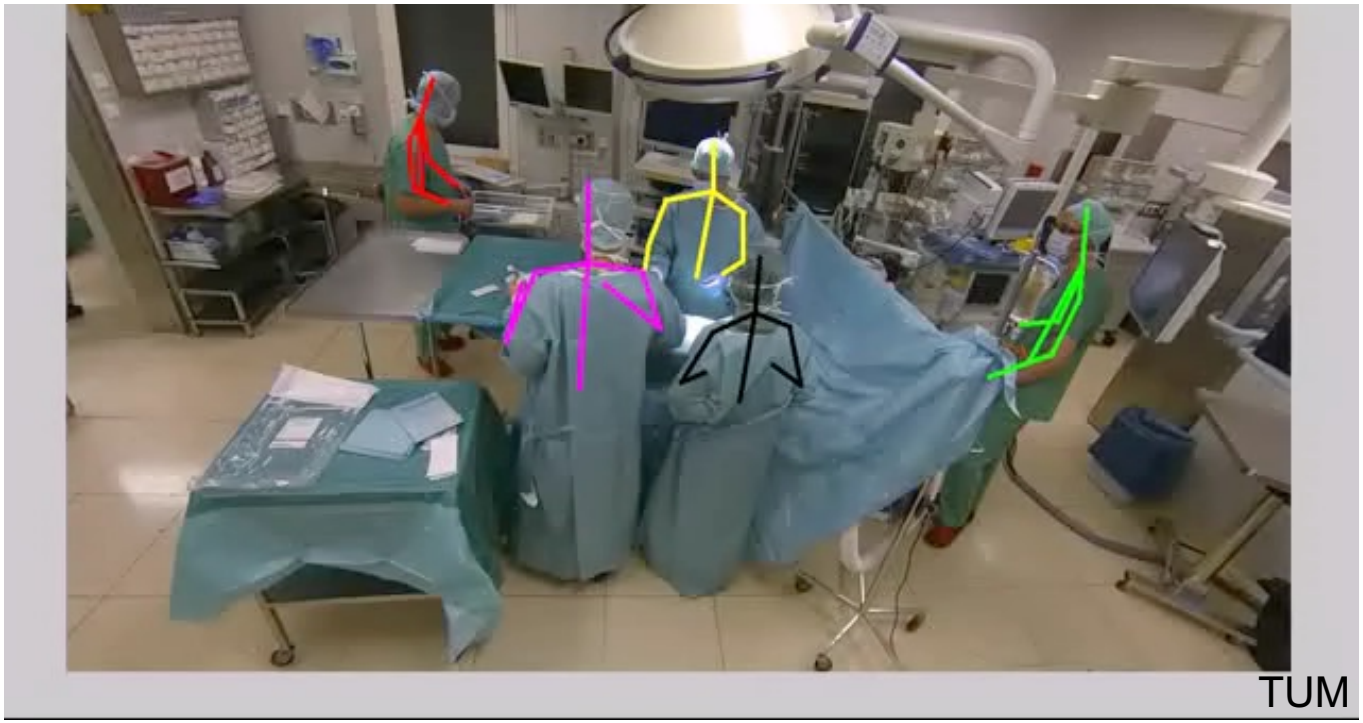


Feedback: ***Stroke Curvature Consistency***: Draw similar-shape curves (instead of straight lines) sequentially
Stroke Duration Consistency: Spend the same amount of time drawing the curves
Coverage Rate: Practice strong enough brushing motions to elevate mucosa

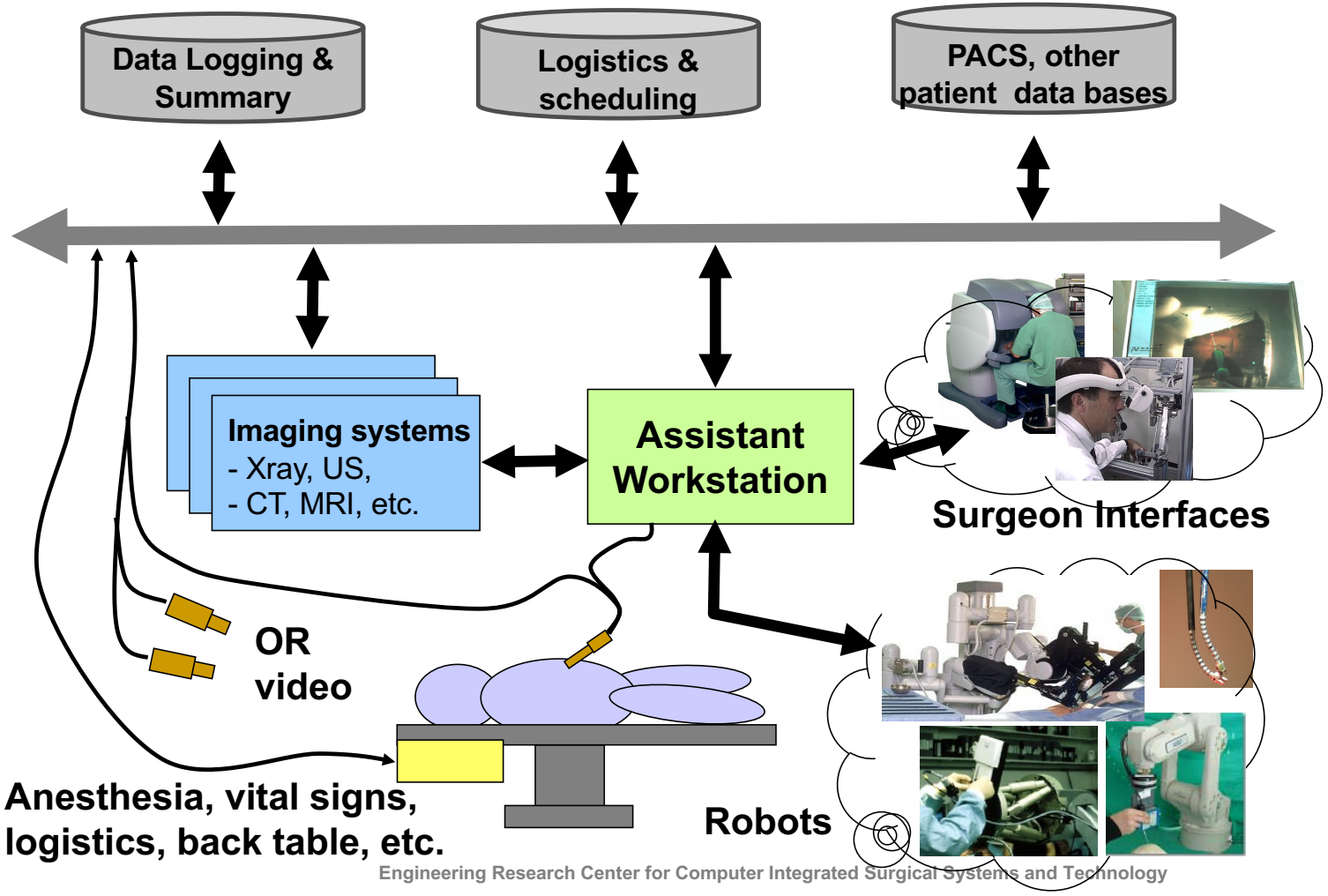
Poddar P., Ahmidi N., Vedula S.S., Ishii, L., Hager G.D., Ishii M.: Automated Objective Surgical Skill Assessment in the Operating Room Using Unstructured Tool Motion. M2CAI 2014.

OR Workflow Observation and Analysis

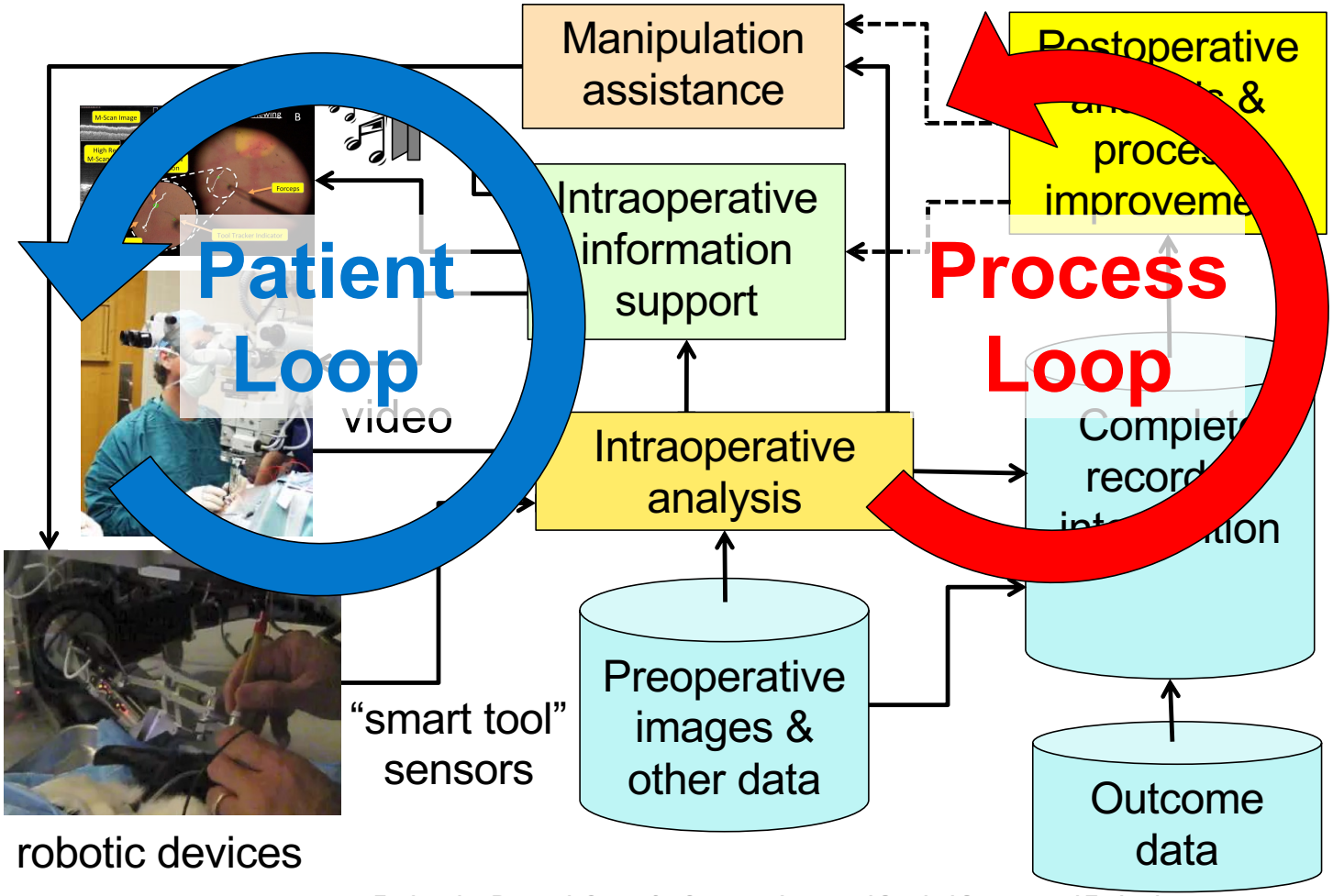
N. Navab *et al.*



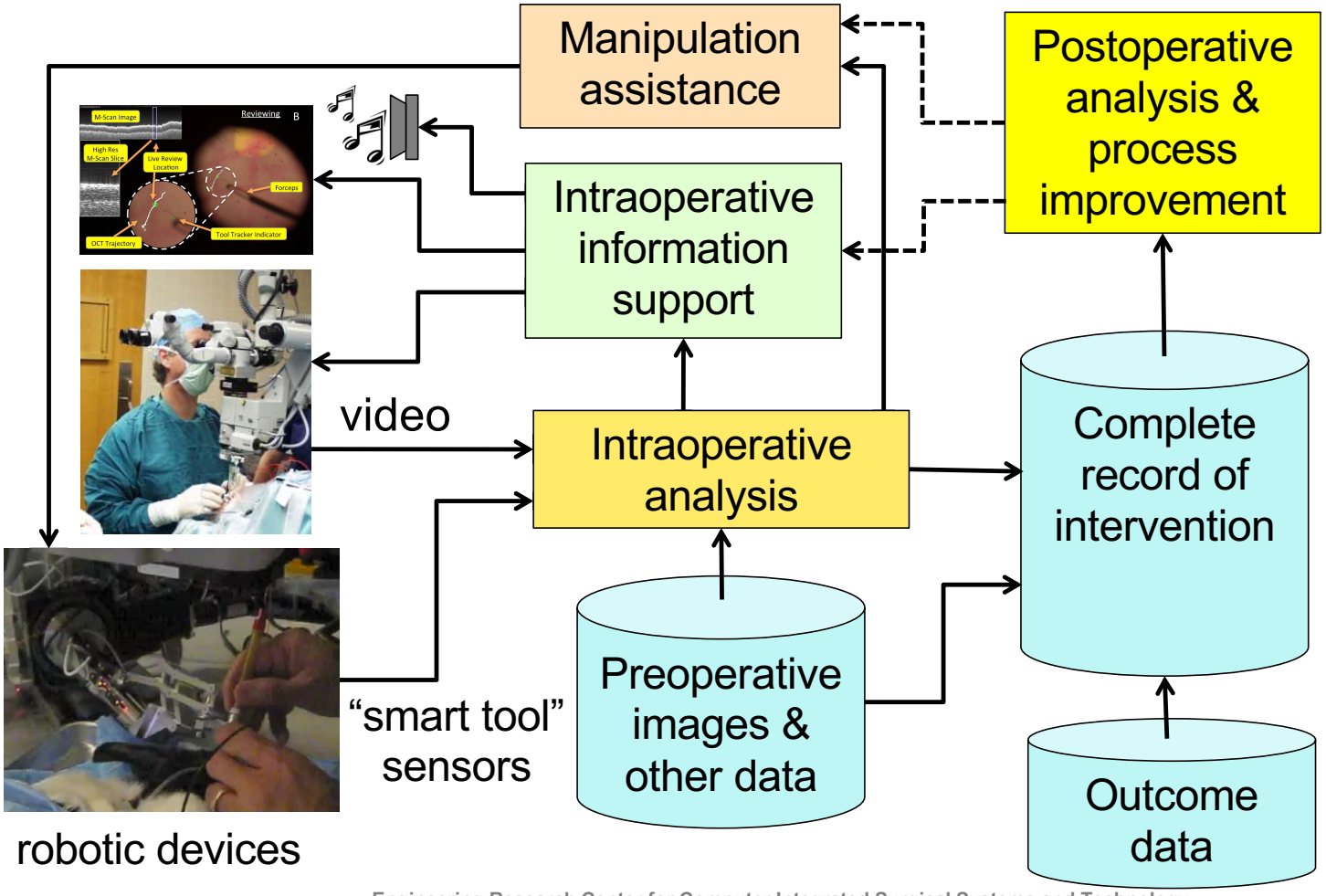
Information-Intensive Interventional Suite



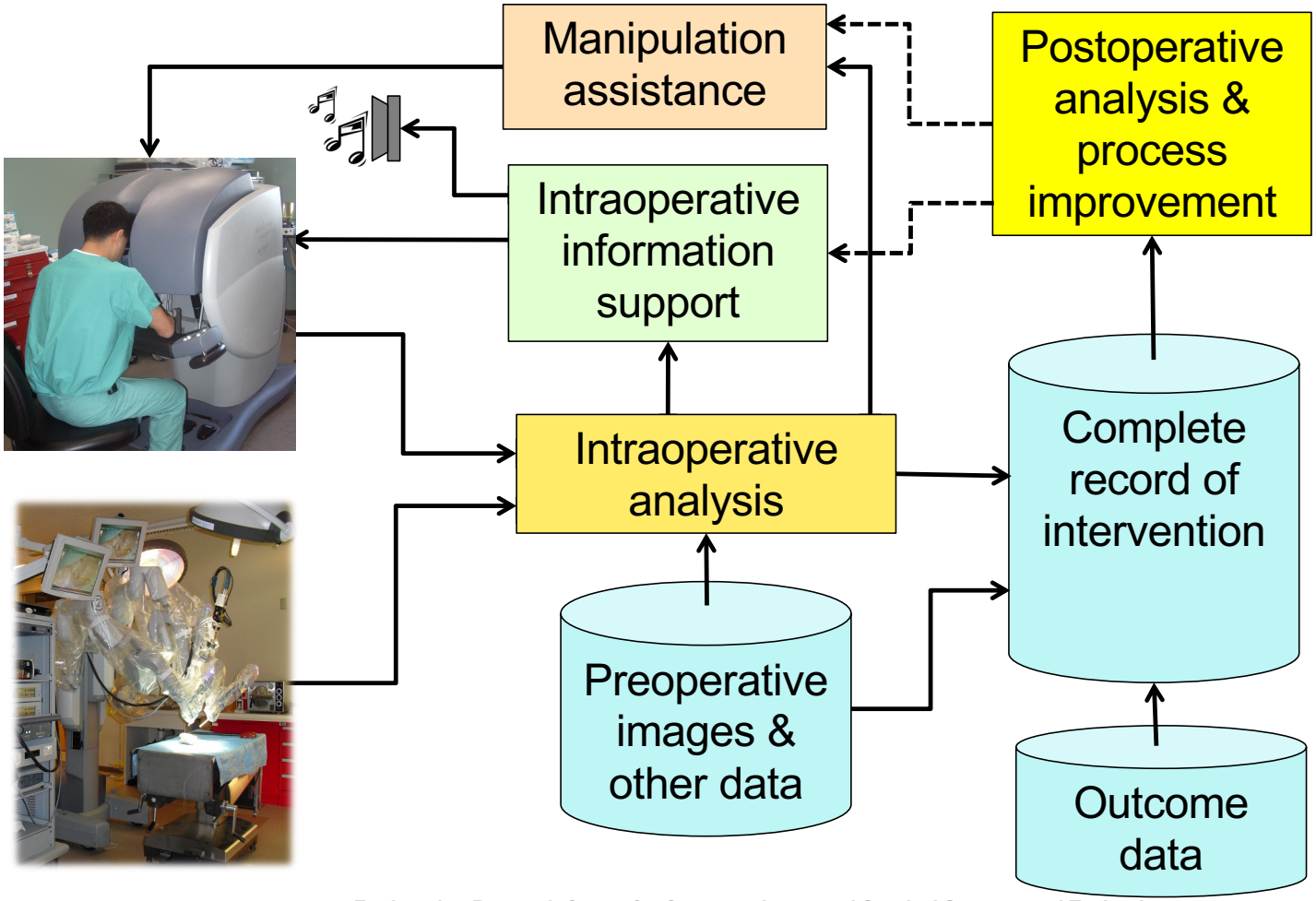
The computer-integrated operating room



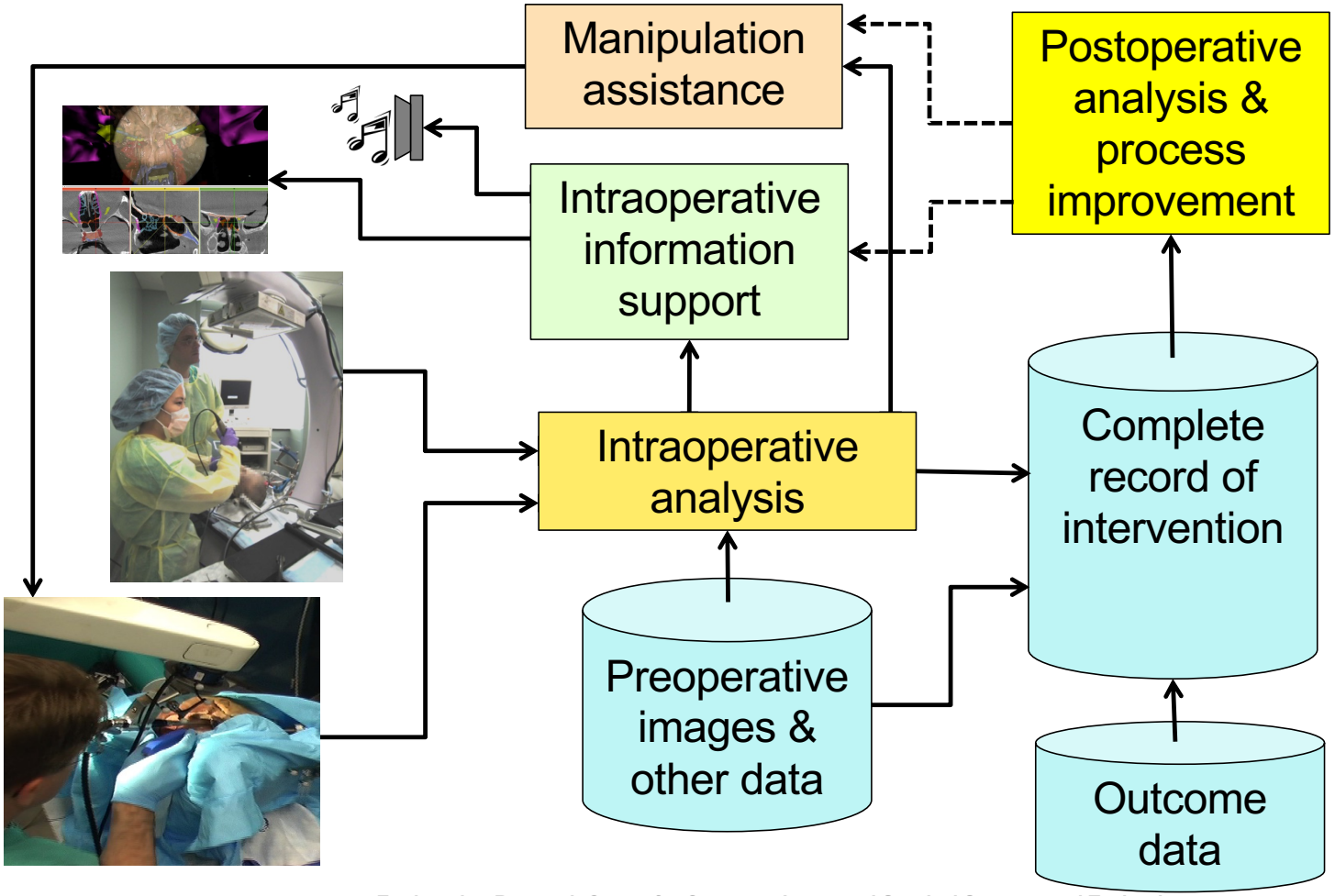
The computer-integrated operating room



The computer-integrated operating room

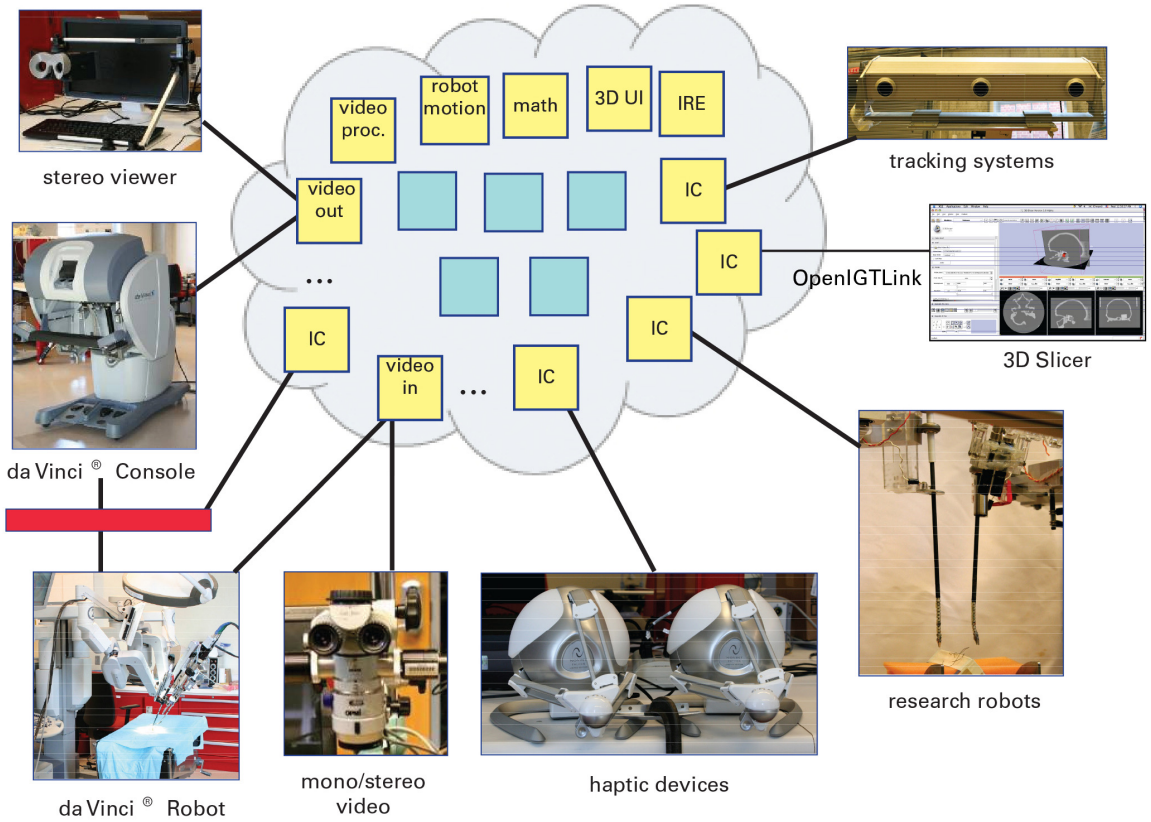


The computer-integrated operating room



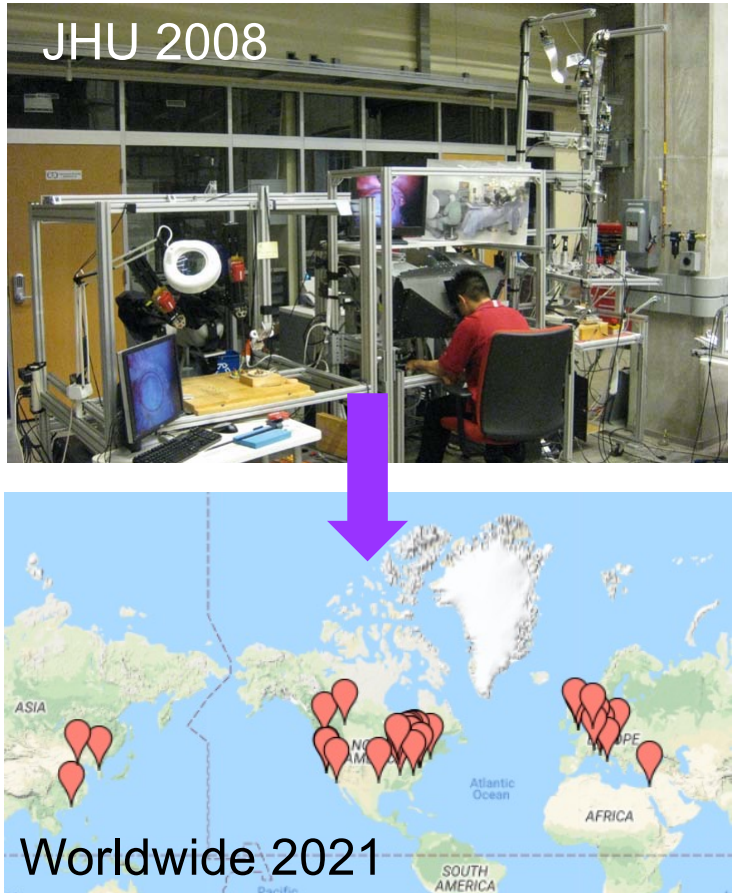
cisst libraries and Surgical Assistant Workstation

https://trac.lcsr.jhu.edu/cisst



Peter Kazanzides, Simon P. DiMaio, Anton Deguet, and many more

Use Case: da Vinci Research Kit



- Mechanical components from da Vinci “classic” systems
- Donated by Intuitive Surgical to selected academic labs
- Consortium to provide “open source” engineering and support
  - Software – JHU (CISST/SAW)
  - Controller electronics –JHU
  - Interface electronics – ISI
  - Controller power/packaging – WPI
- Controllers and software also adapted for use with complete recycled da Vinci “classic” systems
- 42 systems now deployed around the world
- **http://research.intusurg.com/dvrkwiki/**

General working model

Use clinical applications to provide focus & key problems

- Emphasis on surgery and interventional procedures
- Directly involve clinicians in all stages of research
- Emphasize integration into complete systems
- Point toward clinical deployment

Some current areas include

- Skull base and head-and-neck
- Spine and orthopaedic surgery
- Thoracic surgery
- Abdominal and solid organ procedures (kidney, liver, prostate)
- Vascular & endoluminal
- Microsurgery

Funding models

- NIH, other Government grants
- Collaboration with NIH intramural programs
- Industry partnerships (use master research agreements to facilitate)

The real bottom line: patient care

- Provide new capabilities that **transcend human limitations** in surgery
- Increase **consistency and quality** of surgical treatments
- Promote **better outcomes** and more **cost-effective** processes in surgical practice

Discussion