



## DEPUY IRELAND WINS CPD COMPANY OF THE YEAR 2009

DePuy Ireland, the Cork manufacturing company that produces hip and knee orthopaedic products for the worldwide market place, is the overall Engineers Ireland 'Continuing Professional Development (CPD) Company of the Year 2009. Here we profile the company and show how it made CPD an integral part of its strategy to 'move up the value chain' by establishing a product and process innovation centre of excellence at its Ringaskiddy plant

The DePuy family of companies have been pioneers in the fields of orthopaedics, spinal care and neuroscience therapies for decades. Over a century ago, in 1895, Revra DePuy founded the first commercial orthopaedic manufacturer in the world by offering a fibre splint to replace the wooden barrel staves then used to set fractures. Each of the companies that comprise DePuy can point to a celebrated history, and each has evolved to meet the needs of the changing orthopaedic, spinal and neurological marketplace. From non-surgical pain management to complete surgical solutions, DePuy's range of treatment options include those for treating or reconstructing damaged or diseased joints, caring for traumatic skeletal injuries, treating spinal disorders and deformity, and repairing injured soft tissue. The DePuy family of companies is now a \$5 billion global presence that employs 5,300 people around the world.

### DePuy (Ireland)

DePuy established its Irish operation in 1998 with a manufacturing facility in Cork to produce hip and knee orthopaedic implants for a worldwide market. The young

company has since experienced tremendous growth with a workforce of over 600 highly-skilled staff now employed. The plant is recognised as a leading exponent of lean manufacturing principles and underpinning its success, it states, has been an unwavering commitment to the development and engagement of its employees. In 2002, a global supply chain function was established in Cork to develop DePuy as a best-in-class supply chain organisation. This group manages the entire supply chain for DePuy Orthopaedics from the procurement and manufacture of product, through to inventory management, customer service, supply and demand planning, quality and risk management, and financial management. Its objective is to develop a world-class supply chain function that delivers the highest quality product, in a capital-efficient manner within a superior customer service environment. The company aspired to achieve further success and recognised the need to move up the value chain to accomplish this. A five-year strategic plan was developed to position Cork as a location of choice for future investment. The foundation of this strategy was DePuy (Ireland)'s embrace of CPD



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activities which allowed it to maximise the capability of its staff and create an innovative and dynamic culture. The success of this initiative led to the announcement in 2008 that DePuy would establish an innovation centre in Cork to support advanced product and process development for next generation orthopaedic solutions.

### Campus Ireland

As part of the Johnson & Johnson (J&J) family of companies, DePuy is one of 250 operating companies that together allow J&J lay claim to being the largest healthcare company in the world. Within Ireland, Johnson & Johnson has a very strong presence with over 2,500 people employed by companies that comprise DePuy, Janssen, Centocor, Vistakon, Cordis, Alza, Johnson & Johnson Medical and Consumer, Janssen Cilag and Tibotec.

Although these organisations span diverse sectors such as medical devices, pharmaceuticals and biologics, they come together to form Campus Ireland, an entity that leverages the combined strength of these companies and promotes best practice and knowledge-sharing. Commercial benefits are gained through common procurement and service provider contracts in the areas of energy, utilities and facility services.

The sharing of best practice is generating tangible value by allowing common functional groups to share their experience and skills for the benefit of the entire campus, according to DePuy. One such example is the Campus Ireland energy management group who together focus on the challenge of

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reducing energy costs and work to implement long-term sustainable energy solutions. DePuy (Ireland) recently became the first company in Europe to be accredited to the new energy management directive, EN16001. This success is being shared among the other Campus facilities to allow all sites reach this important standard. The Campus is also involved in the competence centre initiative established by the IDA and Enterprise Ireland, to undertake market-focused strategic R&D for the benefit of industry. Johnson & Johnson is playing a leading role as an industry partner in two competence centres, energy and manufacturing. Recently, the Campus established a research council to strengthen links to Irish universities and research institutes. The objective is to leverage the combined competencies of the Campus with the internationally recognised pool of research talent available in Ireland. For the Campus this provides access to highly skilled scientists to help solve complex problems being unearthed in developing tomorrow's healthcare solutions. For the research community, the forum provides an opportunity to engage more closely with industry and generate a commercial output for the benefit of 'Ireland Inc'. An innovation workshop was organised earlier this summer on site at DePuy with key leaders from Ireland's top research bodies attending including UCC, TCD, UCD, UL, NUIG, CRANN and the Tyndall Institute. This provided an excellent opportunity to establish new partnerships and already several accords have been initiated through government-supported schemes such as IRCSET.

## Examples of technical and leadership courses:

### Technical

Fundamentals of anatomy  
 Advanced geometric dimensioning and tolerancing  
 Digital manufacturing technologies including advanced CAD, CAM, CAE, PLM  
 Six Sigma – green belt and black belt  
 Statistical engineering  
 Lean manufacturing  
 Asset management  
 Project management

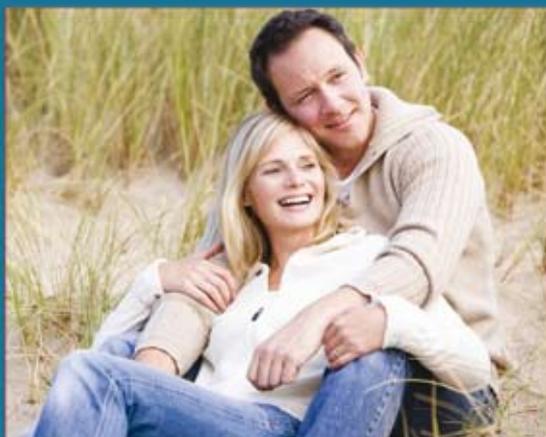
### Leadership

Management fundamentals  
 Situational leadership  
 Social styles  
 Coaching  
 Mentoring  
 Constructive feedback  
 Emotional intelligence  
 Giving recognition



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# Virtualisation is only half the battle for efficiency.

InfraStruxure



## Principles of HD-ready InfraStruxure architecture:

- 1 Rack enclosures that are HD-ready
- 2 Metered PDUs at the rack level
- 3 Temperature-monitoring in the racks
- 4 Centralised monitoring software (not shown)
- 5 Operations software with predictive capacity management (not shown)
- 6 Efficient InRow cooling technology
- 7 UPS power that is flexible and scalable

## Virtualisation is here to stay.

And it's no wonder – it saves space and energy while letting you maximise your IT resources. But smaller footprints can come at a cost. Virtualised servers, even at 50 percent capacity, require special attention to cooling, no matter size or location.

- 1. Heat** Server consolidation creates higher densities – and higher heat – per rack, risking downtime and failure.
- 2. Inefficiency** Perimeter cooling can't reach heat deep in the racks. And overcooling is expensive and ineffective.
- 3. Power Events** Virtual loads move constantly, making it hard to predict available power and cooling, risking damage to your network.

### The right-sized way to virtualise.

With the new HD-ready InfraStruxure architecture, you can take on high density by cooling the virtualised high-density row, controlling power at the rack level, and managing the system with advanced software and simulation. Though virtualising saves energy, true efficiency also depends on the relative efficiencies of power, cooling, and servers. Right-sizing one and not the others (see Figure 1) leaves efficiency savings on the table. To right-size, depend on the efficient, modular HD-ready InfraStruxure and neutralise heat at the source. Equipment will be safer and more efficient running closer to 100 percent capacity.

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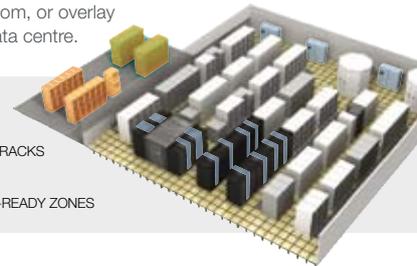


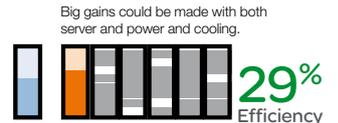
Figure 1

## Efficiency and Virtualisation

Your servers are efficient, but is your power and cooling?

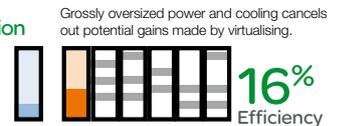
### Pre-Server

- Correct Server Utilisation
- Correct-sized Power
- Correct-sized Cooling



### Post-Server Virtualisation

- Correct Server Utilisation
- Correct-sized Power
- Correct-sized Cooling



### Server Virtualisation with Power and Cooling

Right-sized power and cooling tip the balance back in your favor.

- Correct Server Utilisation
- Correct-sized Power
- Correct-sized Cooling



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Within DePuy, innovation is viewed as  
the commercial return of ideas

#### Commitment to CPD

According to Gary Clerkin, Director of R&D and Advanced Manufacturing Technologies at DePuy (Ireland), CPD has played a critical role in the company's development. "As an organisation we embraced CPD activities as an important element of our strategy and it is an essential foundation in the success of DePuy (Ireland). Previously, education and training led to new technology but now with the rate of change in technology accelerating, timely development of education is critical. Engineers Ireland's CPD framework assists DePuy in keeping pace with that rate of change." One of the first steps in the creation of DePuy's Development Programme was the generation of a competency model to identify requirements for current and future knowledge competencies. This enabled a comprehensive training and development plan to be mapped to the strategic objectives of the business. Some of the discrete technical and leadership courses supported by the organisation are shown in the accompanying panel. This investment has resulted in significant commercial return in the form of continuous improvement projects, as well as benefiting individuals' personal development. Many of these courses are delivered by globally recognised experts involved in the development of recognised ISO and ASME standards. DePuy personnel regularly get the opportunity to attend and present at global technical conferences in their respective fields. Further education is also a key element of the DePuy's Development Programme with numerous employees pursuing postgraduate Diploma and MSc courses in bio-engineering, technology management and lean manufacturing, as well as MBA programmes. Recognising the need to widen its skill base to work on the next generation of product and process development, the company has hired seven PhD graduates in the last year alone from a diverse range of disciplines including bio-engineering, materials, computer simulation, chemistry and clinical science. The graduate development programme at DePuy provides graduates with the opportunity to not only rotate among different functions within DePuy but also to undertake

rotations at other Johnson & Johnson companies in Europe. This provides the graduates with an invaluable experience and rounded development. In recognition of its commitment to people development, DePuy (Ireland) is accredited with the Excellence Through People platinum award.

#### Culture

DePuy (Ireland) positions itself as a high-performance organisation, with a goal of consistently delivering on its commitments. The foundation of any such ambition is an organisation's culture. As part of the Johnson & Johnson family of companies, it is guided by the principles of its credo. As Gary Clerkin explains: "Put simply, the credo challenges everyone in the organisation to put our customers first and honour our commitment to each other as employees, as well as supporting the community in which we work and deliver a return on investment for our shareholders."

Employee engagement is a core principle of how DePuy functions. The manufacturing operation in Cork is organised under a value stream structure and within this, the role of production associates, along with the support teams, is key to how the company relentlessly strives for continuous improvement.

Gary continues: "Associates live their process and their expert knowledge and input is critical to solving problems and pursuing process improvements." An example of this involvement is the use of a Kaizen (the Japanese philosophy of continuous improvement of work practices that underlies total quality management and just-in-time business techniques) process that allows all members of the value stream to put forward ideas for process improvements.



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Paul Murray

Tel: +353 (0) 1 633 4725 Fax: +353 (0) 1 633 4562

Email: [enquiries@nationwidedatacollection.ie](mailto:enquiries@nationwidedatacollection.ie)

Website: [www.nationwidedatacollection.ie](http://www.nationwidedatacollection.ie)

A Kaizen worksheet provides a template to present the proposal and all ideas are reviewed and rated by the value stream team. The ideas are then prioritised and resources are assigned to the proposals that generate the greatest return. Recognition and rewards are given on a monthly basis to the best ideas. Production associates are also provided with the opportunity to be seconded to support staff positions including those in engineering, quality and new product development. This provides people with a clear direction to develop towards a technical career path. The organisation embarked upon an ambitious change programme in the last year aimed at creating a culture of high performance that would support the long-term vision of the company. This began with a series of workshops that involved all 600 employees identifying challenges that would prevent the organisation achieving its vision. Members from each workshop selected a representative to form part of a focused team tasked with developing a core set of behavioural standards. From this, five behavioural standards were agreed as the basis of developing a culture of high performance in which everyone could provide input and hold each other accountable to these standards. Following the formation of the standards, people managers received practical hands-on training in key leadership skills to embed the standards in people's way of doing things. The programme has had a significant impact with large improvements being achieved in productivity and employee engagement.

### Innovation Management

The concept of innovation can take many different forms, from product innovation, through to process and service

innovation. Within DePuy, innovation is viewed simply as the commercial return of ideas. The innovation management system deployed at DePuy (Ireland) is very focused on providing a commercial benefit and this is carefully assessed at each step of the stage gate process from idea generation, to evaluation, project management and closure. At each stage gate, the project financials are carefully reviewed, at which point the project may be cancelled if conditions have changed to impact its return.

The use of strong project management principles is also seen as essential to successful project implementation and recently the organisation revamped their project management system to incorporate a more lean approach and employ more efficient toolkits. All major projects now operate through dedicated web portals using Microsoft's Sharepoint technology. This provides a very effective mechanism for global teams to better collaborate and share key project information.

The launch of the innovation centre has enabled DePuy (Ireland) to attract significant new development projects to Cork. A recent example is the launch of a new high performance knee system, the Sigma CR150. This was the first high flexion cruciate retaining knee implant available on the market and the project presented particular challenges with demanding technical requirements and an aggressive timeline. However, once again the team delivered on its commitments and ensured the product launched on time and on budget. The company is excited about the future and believes with the assistance of its CPD programme, it is uniquely positioned to take advantage of further growth opportunities. Φ



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## REGIONAL OFFICE

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Tougher Business Park,  
Naas, Co. Kildare  
Tel: 353 (0) 45 440 000  
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