

How DePuy Synthes Saved Costs and Increased Efficiency in Their Contractor Management Process



Background

DePuy Synthes, part of the Johnson & Johnson Medical Devices Companies, manufactures products for reconstructing damaged and diseased joints, and repairing and reconstructing traumatic skeletal injuries at its facility in Cork, Ireland. DePuy, like other pharmaceutical and medical device manufacturers, must comply with a variety of regulations to ensure quality for their customers and to protect their employees from dangerous working situations. To ensure compliance, DePuy implemented several processes to meet these regulatory requirements, as well as their own internal business requirements.

Contractor Management Challenges

DePuy Synthes had some resounding challenges within their contractor and permitting processes, especially with the way contractors were brought on-site. They needed a solution that would not only help protect and manage contractors coming on-site to perform maintenance or engineering work, but would also enhance visibility, compliance, and communication.

Before deploying an electronic control of work solution, DePuy relied on a cumbersome, time-consuming paper-based permit-to-work process that involved filling out forms to open and close every permit, passing them around for approval, then storing the permits in large notebooks — which employees would need to dig through for audits or to investigate an incident. This paper-based process created bottlenecks of hourly-paid contractors waiting around at the reception area for permits and other paperwork. The manual system also made preparing for audits stressful.

Dan Donovan, Technical Services Leader at DePuy's Cork facility, realized that their paper-based permit-to-work system needed to be replaced with something more efficient and innovative. Based on recommendations from colleagues, he set out to find an electronic solution that would address the existing problems and inefficiencies, without creating other problems and inefficiencies in the process. The electronic solution had to:

- be flexible and customizable
- be easy to use with little training, and
- comply with corporate requirements.

Donovan investigated several electronic solutions but was most impressed with [VelocityEHS® Control of Work](#).

Why VelocityEHS Control of Work?

The VelocityEHS team implemented Control of Work on DePuy's site in just two and a half months, working with key stakeholders in the Technical Services department to customize Control of Work to address DePuy's exact requirements. The team recreated each DePuy permit electronically and created a centralized database of contracting companies, contractors, their qualifications, and insurance information.

The VelocityEHS team also made sure to get the input of end-users, holding question and answer sessions throughout the project. As part of the implementation, the team offered several training workshops. Employees later commented, though, that the system is intuitive and requires little training.



Results

Five years later, Dan and his team are still happy with VelocityEHS Control of Work and report that the system has created the cost and time efficiencies they sought. The bottleneck of contractors waiting for permits has abated, and the system has substantially reduced the time it takes to create permits and bring contractors onto the site to perform work. With Control of Work, Dan is assured that all contractors coming on-site are properly insured and qualified for the work they're hired to do.

Control of Work streamlined DePuy's paper-based permit-to-work and contractor management processes, but DePuy also found other benefits from the electronic system:

- The 360-degree visibility of all permit-required work helps Dan and his department manage work more efficiently and reduce risk.
- Management can quickly retrieve and use the information to make business decisions.
- Management now has a comprehensive suite of customizable reports at their fingertips, no more digging through notebooks full of paper.
- Shortly after the system was deployed, the British Standards Institute audited DePuy and commended their electronic permit-to-work system and procedures as "the best system they had seen."

To learn more about how VelocityEHS Control of Work can help streamline your contractor management processes, [visit our website](#).



"The VelocityEHS team was determined to ensure the best system be implemented, allowing maximum flexibility for future improvements when required. I can confidently endorse VelocityEHS and the work they have done."

– Dan Donovan, Technical Services Leader

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