

# MEDICAL MILESTONES

## A Trip to the 'Orthopedic Capital of the World'

### DePuy Synthes (part of the Johnson & Johnson Family of Companies)

**Focus:** Offers a comprehensive portfolio of orthopedic products and services in the areas of joint reconstruction, trauma, spine, sports medicine, cranio-maxillofacial, power tools and biomaterials

**Address:** 700 Orthopaedic Drive, Warsaw, IN 46582

**Telephone:** (800) 473-3789

**Web site:** [www.jnjmedicaldevices.com/en-US/companies/depu-synthes](http://www.jnjmedicaldevices.com/en-US/companies/depu-synthes)

**Interviewees:** Scott Zellner, U.S. senior marketing director for joint reconstruction; Polly Teevan, U.S. marketing director for hips/hip reconstruction; and Anne Hill, human resources leader

### Zimmer Biomet

**Focus:** Designs, manufactures and markets effective, innovative solutions that support orthopedic surgeons and clinicians in alleviating pain and improving the quality of life for people around the world

**Address:** 345 East Main Street, Warsaw, IN 46580

**Telephone:** (800) 447-5633

**Web site:** [www.zimmerbiomet.com](http://www.zimmerbiomet.com)

**Interviewee:** Wendy Wilson, director of public relations

### History

One man's innovation spurred life-changing technology and helped eventually crown Warsaw as the "Orthopedic Capital of the World." His name: Revra DePuy. The year: 1895. The technology: Fiber. Until then, wooden splints were the industry norm.

The business he established as DePuy Manufacturing Company has evolved into two of the world's leading medical device businesses: DePuy Synthes and Zimmer Biomet.

### Moving forward

In 1927, longtime DePuy employee Justin Zimmer founded Zimmer Manufacturing Company. Fifty years later, former Zimmer employees established Biomet.

Today, the operation is known as Zimmer Biomet.

Switching gears, DePuy also changed names over the years. In 1998, it was acquired by Johnson & Johnson. Fourteen years later, Johnson & Johnson added Swiss firm Synthes. DePuy became DePuy Synthes.

### Building an industry

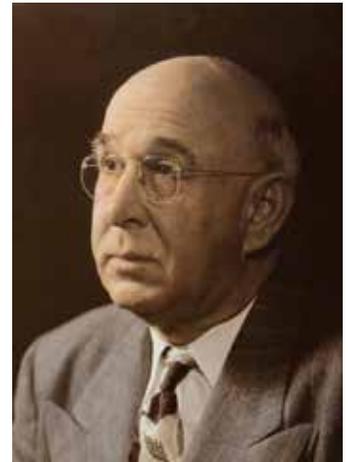
For many years, DePuy, Zimmer and Biomet were known as "the Big Three. All were headquartered in Warsaw," comments Brad Bishop, executive director of OrthoWorx (and a former Zimmer employee). "Things stayed roughly that way until the Zimmer/Biomet merger, which was closed in 2015."

The trio shaped Warsaw's workforce and the medical device world.

"For most of the history – beginning in 1895 – this was skilled craftsmanship," Bishop shares. "These were trade skills that were passed down from generation to generation and had multi-generations working at the companies. So, the talent base built up here around a specific kind of work."

### Competition and collaboration

There's no denying that today, DePuy Synthes and Zimmer Biomet are vying for a lot of the same customers. But Zellner points to



Industry icons Revra DePuy (left) and Justin Zimmer.

the importance of industry-wide partnerships.

"This (Revra DePuy's legacy) is a story of innovation. For us to continue to innovate instruments and instrumentation technologies, we need to do that as an industry. Think about the skilled labor force here in the Warsaw/northeast Indiana area. We need to work together to develop the human talent pool that's going to be ready to serve the patients of the future. We need to work collaboratively with new technologies and new suppliers so that we're on the forefront."

### Culture

Zimmer Biomet has operations in more than 25 countries; it sells products in 100-plus.

Wisconsin native Wilson joined Zimmer Biomet about a year ago. She was attracted to the organization's innovation and heritage.

"I've worked in the pharmaceutical industry and medical device industry quite a bit in my career," she reflects. "I knew the company

## 1890s



Team photo of Zimmer employees in 1936. Among the decade's milestones: no layoffs during the Great Depression (1930), adding a brace department (1933) and helping to combat the polio epidemic by custom fabricating braces to patient measurements.

by reputation and when the job became available, it was almost like my dream job fell into my lap.”

She says the organization's culture, which embraces change, helps set it apart.

“If you look at a company that's been around as long as Zimmer has, you can find a culture of complacency almost and I have not found that here,” she declares. “There's a lot of energy. There's a lot of excitement. There are a lot of new products coming down the pipeline. There's this great balance here of the history and the heritage but also the innovation that's going to be coming.”

Bishop spent 20 years with Zimmer, starting in the mid-1980s.

“It was a fascinating place to work because I'm a technical person and I saw lots of changes over the time that I was there,” he recalls. “If you're not comfortable with change, it's probably not (the place) for you.”

DePuy Synthes employs approximately 18,000 people across 60 countries. The Warsaw campus is focused on joint reconstruction (e.g., hip and knee replacements). It includes 1,100 employees and 15 specialties ranging from research and development to marketing and manufacturing.

Teevan started her career at DePuy as a college intern with the shoulder team in 2000. She remembers working closely with surgeons on launch materials early on and

learning the business.

“That's something we try to do even today with our interns and co-ops,” she remarks. “We make sure we give them really nutrient-rich projects to work on so they can build skillsets as they look to go into the workforce themselves.”

### Community impact

In 2019, DePuy Synthes supported 75-plus local organizations. The pillars of giving revolve around the community, health care, education and art.

“Anything you can think of,” Hill notes. “Whether it's hands-on activities where we're cleaning up different areas in town or we're (at schools) being a part of robotics programs, Legos clubs or reading programs. Whatever it may be.”

DePuy Synthes partners with local universities along with OrthoWorx on designing orthopedic-centered curriculum. In addition, it supports National Manufacturing Day.

“That's where, through OrthoWorx, we've hosted up to maybe 400 or more



Biomet moved into a new facility in 1980. It became the world's fifth largest orthopedic company four years later.



DePuy Synthes' Warsaw site has approximately 600 U.S. patents for innovations such as the ATTUNE® Knee System and ACTIS® Hip System.



Sales representatives Bradley London (left) and Chris Warren engage in a hands-on lab to support joint reconstruction.

eighth-grade students locally, helping them understand a bit more about careers in manufacturing,” Hill explains. “There are a lot of baby boomers that have been a part of our manufacturing organization that will be looking to retire (in the next few years). We’re really starting to focus on that next generation of people who will be looking for careers in the near future.”

Zimmer Biomet also gives back to the Warsaw community and

beyond. One cause in particular is close to Wilson’s heart.

“Moving here, it was hard for me to find a house,” Wilson imparts. “In order to grow as a company, we need to find that affordable housing and create that for our workforce.”

Zimmer Biomet is partnering with the Indiana Housing and Community Development Authority (IHCDA) on a \$4 million employer workforce housing program. The IHCDA chose Zimmer Biomet as one of four Hoosier-based companies to participate.

Separately, Zimmer Biomet is launching a new foundation, which Wilson anticipates will help the company have “even more of an impact” in the community.

### Talent

Within Warsaw, there are approximately 30 businesses engaged either exclusively or primarily in medical device/medical technology design and manufacturing. Bishop contends that the region’s low unemployment rate has complicated efforts to find a skilled workforce.

“And not just the big ones,” he stresses. “Almost any manufacturing company within our region could use more skilled manufacturing employees.”

Enhancing culture is a major component of recruiting – and retaining – workers. DePuy Synthes offers on-site employee resource groups (e.g., African American Leadership Council, Open and Out, Generation Now, Women’s Leadership and Inclusion).

“Those are different affinity groups that people can join to work on strong internal connections, but those groups also focus a lot on our community,” Hill reveals. “Those are important not only for our internal employees, but we also see it as a way for talent attraction. Sometimes during the interviewing process, we can talk a little bit about these groups, and I know it’s made a difference with some of the people we’ve looked to hire.”

Bishop reiterates that finding talent “is a challenge for all of the companies. It’s one of the reasons that OrthoWorx was founded in 2009 with an initial grant from the Lilly Endowment, so someone would wake up every morning thinking about, ‘How can we make this the best possible environment for talent attraction and talent development and innovation?’

“We’re competing for talent with people who can go pretty much anywhere in the world – any kind of company. So, it’s an ongoing process. I never want to say you’ve figured it out or won the battle because the battle goes on and the battle changes all the time.”



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