

# Project Charter

**Project Name:** Disabled Hunter Permit Application Process

**Date Chartered:** January 2013

**Expected Completion Date:** July 2013

**Team Leader:** Chris Thielman

**Team Sponsor:** Diane Brookbank

## **Team Goal/Mission:**

Apply Lean Six Sigma principles to the disabled hunting permit application process. The team's mission is to identify efficiencies and improvements, while improving customer satisfaction.

The team will implement improvements that accomplish the following:

1. Simplify application process for customers and health care professionals
2. Reduce DNR staff time required for the review process.
3. Reduce the number of times staff need additional contacts (go-backs) while processing these applications.
4. Reduce customer wait time
5. Improve customer satisfaction.
6. Provide adequate information on the web and publication WM-253 in common language.

## **Measure(s) to be used to determine success:**

1. DNR staff time is reduced by 10%.
2. Go-Backs are reduced by 50%.
3. Lead time goal: 95% of the time we process the permit within 2 days.
4. Reduce the number of unqualified applications by XX%.

## **Team Members:**

1. Bureau of Law Enforcement: Tyler Strelow
2. Bureau of Wildlife Management: Meaghan Cibarich
3. DNR Access Coordinator: Currently vacant. New hire expected spring 2013.
4. Bureau of Technology Services :Tom Brylla
5. Bureau of Customer & Outreach Services: Susan Cook, Darryl Hasz, Jennifer McDonough

**Support/Resources:**

1. Disabled Advisory Council: Will communicate with Tom Zimmer.
2. Medical field/ Physical Therapist: VOC Survey of recent signers.
3. All of our Customer Service Representatives: VOC

**Issues to be addressed:**

1. Currently, there are 6 different application forms to apply for the range of disabled permits that are available;
2. Many times, the customer obtains one form only to learn later they need a different form and/or test result attachments to verify their eligibility;
3. Go-backs are created by a number of reasons including use of the wrong form; not providing test results; not providing enough relevant detailed information; or the person signing the application is not a qualified provider.

**Expected Results:**

1. Easily accessible application materials;
2. Fewer errors and/or missing information on completed applications;
3. Increase in the number of applications that are approved without the need to go back for additional information.

**Responsibilities and Boundaries:**

1. Forms revision will be considered;
2. Method(s) for receiving application forms and supporting documentation will be researched;
3. Changes to relevant statutes will NOT be considered;
4. Distribution of incoming applications for completion will NOT be reviewed.



# DNR Lean Project Final Report

**Project Name:** Disabled Hunter Permit Application Process

**Project Team Leader:** Chris Thielman

**Project Purpose:** To streamline the processing of disabled hunting and fishing permit applications.

**Project Team Members:** Susan Cook, Jennifer McDonough, Darryl Hasz, Meaghan Cibarich, Tom Brylla, Tyler Strelow

**Project Sponsor:** Diane Brookbank

**Team Resources:** Tom Zimmer, Disabled Advisory Council. Dawn Bernecker Bayer, Customer Service Representative.

**Summary of Improvements:** The process was simplified by combining the six “class specific” permit applications into one streamlined application that serves to educate both doctors and customers in the statutory requirements for the permit.

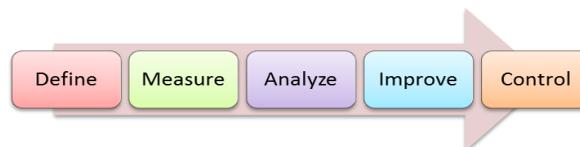
**Project Results** - Moving from multiple permit applications to one single application:

Goal	Baseline	Target	Expected After Improvements	Goal Met?
Reduce DNR staff workload (task time)	38 minutes	34 minutes	29 Minutes	Yes
Reduce Lead (total, delivery time)	156 hours	48 hours	24-48 hours	Yes
Improve Customer Satisfaction	Mixed	Satisfied customers	Satisfied customers due to simplified process	Yes
Increase staff and customer safety	Mixed	Safety for staff	Reduced conflict between applicants and staff	Yes

**Amount of staff time saved per year in hours:**

~6516 permits processed per year (recent 3 year average) \* 9 minutes saved = **977 hrs/yr** statewide.

**How will that time be reinvested?** The reduced staff time will be put toward increased availability on the statewide call center. This will decrease the overall amount of wait



time our customers experience while attempting to contact us via phone, email and live chat. This additional time could be reinvested in other tasks as assigned.

**Project Cost:**

	<b>Hours</b>	<b>Dollars</b>
Project Team Leader	298	\$411.30 (mileage, lodging, application posters)
Project Team Members	203	\$354.60 (mileage, meals)
Meeting Costs		
Improvement Costs		\$TBD
Total	501	\$765.90

**Recommendations for Future Code/Statute Changes:**

1. Current statute mandates a “licensed physician” sign the disabled hunting and fishing applications. Licensed physicians are statutorily defined as *an individual possessing the degree of doctor of medicine or doctor of osteopathy or an equivalent degree as determined by the medical examining board, and holding a license granted by the medical examining board.* As such, a Licensed Nurse Practitioner (LNP) or Physician’s Assistant (PA) cannot. These two categories of medical providers are now commonly used by health care facilities in lieu of licensed physicians. Should a review of the training and medical expertise of LNPs and PAs prove their ability, a change to 29.193 to allow their signatures would benefit applicants and DNR staff alike.

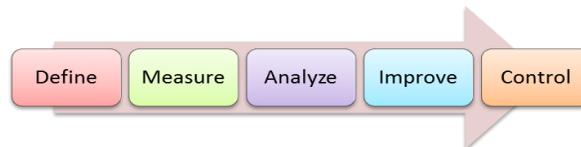
**Lessons Learned**

Permit Process Lessons:

- The medical professionals were the key to the process and the success of our new applications. During the current process, if an application takes longer than 48 hours to process, the doctor is the provider of the necessary information 97% of the time.
- Medical license fraud was not observed based on more than 500 medical professional contacts.
- Medical professionals rely on their patients for information.
- Both doctors and DNR staff experience pressure from applicants to approve permits.

Lean Lessons:

- The project charter is a vital tool that should be brought to all meetings or any discussion. It should be referred to frequently during the process.
- A detailed process map was very useful during all parts of our project. The benefit of being able to “see” how a process works cannot be overstated.
- Face to face meetings were very beneficial and proved to be the most productive.
- Taking the time and effort to survey our key customers allowed us to learn about the doctor’s involvement in the process than we would have any other way.



## Project Narrative:

State statutes 29.193 and 29.171, which are controlled by the Legislature, require that permits be issued in order to use a crossbow, troll statewide with the aid of an electric motor, use an adaptive device to aid in the discharge of a firearm, to use a laser aiming device for hunting, and to discharge a firearm from a stationary vehicle. These statutes allow for individuals with disabilities to experience the outdoors and participate in hunting and fishing activities using these methods. Applicants submit a form containing personal identifying information, documentation from a medical professional relating to their disability, and respective signatures.

### 29.193 Approvals for disabled persons.

**(1b)** DEFINITION. In this section, "nongovernmental issuing agent" means a person who is appointed under s. [29.024 \(6\) \(a\) 3.](#)

**(1m)** TROLLING PERMITS.

**(a)** The department shall, after an investigation and without charging a fee, issue a trolling permit to any person who meets the requirements under s. [29.171 \(4\) \(a\) 2.](#) or [4.](#)

**(b)** A disabled person who holds a current fishing license issued under this chapter or who is exempt from holding a fishing license under this chapter and who holds either a trolling permit issued under par. [\(a\)](#) or a Class A permit issued under sub. [\(2\)](#) may fish or troll in the waters of this state using an electric motor. A person who assists the disabled person in the same boat may also fish or troll if he or she also holds a current fishing license or is exempt from holding a license. A person may use an electric motor under this subsection notwithstanding any ordinances enacted under s. [30.77 \(3\)](#) that prohibit the use of motor boats on navigable waters. The use of such motor is subject to any rules promulgated by the department regarding the use of electric motors for fishing or trolling by disabled persons.

**(2)** HUNTING PERMITS.

**(a)** *Definitions.* As used in this subsection:

1. "Accompanied" means being subject to continuous visual or voice contact without the aid of any mechanical or electronic amplifying device other than a hearing aid.

5. "Visually handicapped" means blind, as defined in s. [47.01 \(1\).](#)

**(b)** *Issuance of permit.*

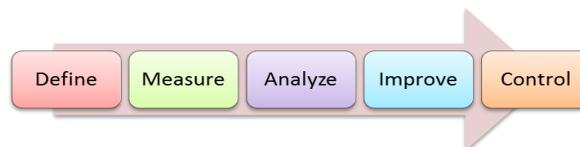
1. The department shall, after investigation and without charging a fee, except for the costs of review in par. [\(c\) 3.](#) or [\(e\)](#), issue a Class A, Class B, Class C, or Class D permit to any person, as provided in this subsection.

2. An applicant shall submit an application on a form prepared and furnished by the department, which shall include a written statement or report prepared and signed by a licensed physician, a licensed chiropractor, or a licensed podiatrist prepared no more than 6 months preceding the application and verifying that the applicant is physically disabled.

3. As part of the application for a Class A, Class B, or Class D permit under this subsection, the applicant shall authorize the department by written release to examine all medical records regarding the applicant's physical disability.

**(c)** *Eligibility.*

1. The department shall issue a Class A permit under this subsection to an applicant who is permanently disabled, as determined by the department, in any of the following ways:



**a.** Has a permanent or irreversible physical disability, is unable to ambulate and requires a wheelchair, walker, one leg brace or external prosthesis above the knee, 2 leg braces or external prostheses below the knees, 2 crutches or 2 canes for mobility.

**b.** Suffers significantly from lung disease, to the extent that forced expiratory volume for one second when measured by spirometry is less than one liter or the arterial oxygen tension is less than 60 millimeters of mercury on room air at rest.

**c.** Suffers significantly from cardiovascular disease, to the extent that functional limitations are classified in severity as class 3 or 4, according to standards accepted by the American heart association on May 3, 1988, and where ordinary physical activity causes discomfort, fatigue, palpitation, dyspnea or anginal pain.

**2.** The department shall issue a Class B permit under this subsection to an applicant who has a temporary disability which restricts mobility or ambulation due to injury or operative procedures and who either has a leg, hip or back, or any part thereof, casted by a licensed physician due to a fracture or has leg, hip or back surgery.

**2m.** The department may issue a Class B permit under this subsection to an applicant who has a temporary disability which restricts mobility or ambulation due to illness, injury or operative procedures.

**3.** The department may issue a Class B permit to an applicant who is ineligible for a permit under subd. [1.](#), [2.](#) or [2m.](#) or who is denied a permit under subd. [1.](#), [2.](#) or [2m.](#) if, upon review and after considering the physical condition of the applicant and the recommendation of a licensed physician, a licensed chiropractor, or a licensed podiatrist selected by the applicant from a list of licensed physicians, licensed chiropractors, and licensed podiatrists compiled by the department, the department finds that issuance of a permit complies with the intent of this subsection. The use of this review procedure is discretionary with the department and all costs of the review procedure shall be paid by the applicant.

**4.** The department shall issue a Class C permit to any person who is visually handicapped.

**5.** The department shall issue a Class D permit to any person who meets the requirements under par. [\(cd\)](#).

**(cd) Class D permit requirements.**

**1.** A person is eligible for a Class D permit if he or she meets the requirements specified in subds. [2.](#) and [3.](#)

**2.** A person meets the requirements of this subdivision if any of the following applies:

**a.** The person has an amputation or other loss of one or more arms at or above the elbow.

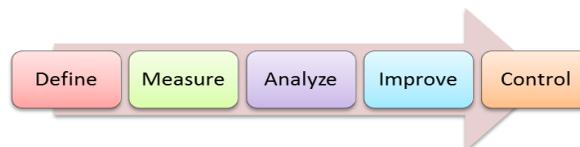
**b.** The person has a permanent substantial loss of function in one or both arms and fails to meet the minimum standards of the standard upper extremity pinch test, the standard grip test, or the standard nine-hole peg test, administered under the direction of a licensed physician or a licensed chiropractor.

**c.** The person has a permanent substantial loss of function in one or both shoulders and fails to meet the minimum standards of the standard shoulder strength test, administered under the direction of a licensed physician or a licensed chiropractor.

**3.** A person meets the requirements of this subdivision if any of the following applies:

**a.** The person is unable to place his or her nondominant hand or prosthesis in a position that is level with his or her shoulders and at a minimum distance of 27 inches from his or her body or is unable to hold a 5-pound weight for 10 seconds when that person's nondominant hand or prosthesis is in that position.

**b.** The person is unable to place his or her dominant hand or prosthesis in a position that is level with his or her shoulders at a minimum distance of 11 inches from his or her body.



**(cg) Approval required.** In order to hunt, fish or troll after receiving a permit under this section, the permit holder must apply for and be issued, or must already hold, any type of approval required under this chapter for the type of hunting or fishing that he or she will be doing.

**(cr) Authorization.**

1. A person holding a current resident or nonresident deer hunting license and a Class A or Class C permit may hunt deer of either sex during any season open to hunting of deer with firearms that is established by the department.

2. A Class A permit authorizes the holder to shoot or hunt from a stationary vehicle, to fish or troll as authorized under sub. [\(1m\)\(b\)](#) and to hunt certain game with a crossbow as authorized under ss. [29.171 \(2\)](#) and [29.216 \(2\)](#).

3. A Class B permit authorizes the holder to use any of the hunting or fishing methods authorized in this chapter for a holder of a Class A permit that are specifically approved by the department for that Class B permit holder upon issuance or subsequent modification of the Class B permit.

4. A person holding a current resident or nonresident deer hunting license and a Class D permit may hunt deer of either sex with a firearm only during a special season established by the department that is open for hunting deer with firearms by disabled persons who hold a permit under this section.

**(d) Assistance.**

1. A holder of a Class A or Class B permit may be accompanied by a person who is not eligible to apply for a Class A or Class B permit. The accompanying person may not hunt or carry a firearm, bow or crossbow unless that person has been issued the appropriate approval to do so. The assistance rendered by an accompanying person who has not been issued the appropriate approval is limited to field dressing, tagging and retrieving game for the permit holder.

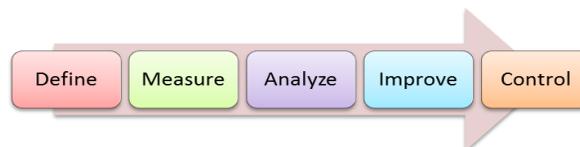
2. A holder of a Class C permit shall be accompanied by a person who is not eligible to apply for a permit under this section. The accompanying person may not hunt or carry a firearm, bow or crossbow unless the person has been issued the appropriate approval to do so. The assistance rendered by an accompanying person may include sighting the firearm, bow or crossbow, identifying the game and field dressing, tagging and retrieving game for the permit holder.

3. A holder of a Class D permit may use an adaptive device, as authorized by the department by rule, to facilitate the use of a firearm and may be accompanied by a person who is not eligible to apply for a permit under this section. The accompanying person may not hunt or carry a firearm, bow, or crossbow unless that person has been issued the appropriate approval to do so. The assistance rendered by an accompanying person who has not been issued the appropriate approval is limited to field dressing, tagging, and retrieving game for the permit holder and any other assistance authorized by the department by rule.

**(e) Review of decisions.** An applicant denied a permit under this subsection, except a permit under par. [\(c\) 3.](#), may obtain a review of that decision by a licensed physician, a licensed chiropractor, or a licensed podiatrist designated by the department and with an office located in the department district in which the applicant resides. The department shall pay for the cost of a review under this paragraph unless the denied application on its face fails to meet the standards set forth in par. [\(c\) 1.](#) or [2.](#) A review under this paragraph is the only method of review of a decision to deny a permit under this subsection and is not subject to further review under ch. [227.](#)

**29.171 Resident archer hunting license.**

**(1)** A resident archer hunting license shall be issued subject to ss. [29.024](#) and [54.25 \(2\) \(c\) 1. d.](#) by the department to any resident applying for this license.



**(2)** A resident archer hunting license authorizes the hunting of all game, except bear, elk, and wild turkey, during the open seasons for hunting that game with bow and arrow established by the department. This license authorizes hunting with a bow and arrow only, unless hunting with a crossbow is authorized by a Class A, Class B, or Class C permit issued under s. [29.193 \(2\)](#) or a permit issued under sub. [\(4\)](#).

**(2m)** Notwithstanding sub. [\(2\)](#), a resident archer hunting license authorizes hunting with a bow and arrow or with a crossbow if the licensee is a resident senior citizen. A resident senior citizen is not required to hold a permit from the department to hunt with a crossbow if the resident senior citizen holds a license under this section.

**(3)** The department shall issue to each person who is issued a resident archer hunting license a deer tag and a back tag.

**(4)**

**(a)** After proper application, the department shall issue to any person a crossbow permit to hunt with a crossbow meeting the specifications of par. [\(b\)](#) if the person is unable to use a bow and arrow and if the person meets any of the following:

2. Has an amputation or other loss of one or more arms above the wrist.

3. Has an amputation or other loss of the index or middle finger on the draw and release hand.

4. Has a permanent substantial loss of function in one or both arms or one or both hands and fails to meet the minimum standards of any one of the following standard tests, administered under the direction of a licensed physician or a licensed chiropractor:

a. Upper extremity pinch.

b. Grip.

c. Nine-hole peg.

5. Has a permanent substantial loss of function in one or both shoulders and fails to meet the minimum standards of the standard shoulder strength tests, administered under the direction of a licensed physician or a licensed chiropractor.

**(b)** Except as provided in par. [\(bc\)](#), no person may use a crossbow in hunting as authorized by any license or permit issued under this [29.185 (6),] chapter unless the crossbow meets all of the following specifications:

**NOTE:** Par. [\(b\)](#) is shown as affected by [2011 Wis. Acts 169](#) and [252](#) and as merged by the legislative reference bureau under s. 13.92 (2) (i). The language in brackets was inserted by Act 169 but rendered surplusage by the treatment by Act 252. Corrective legislation is pending.

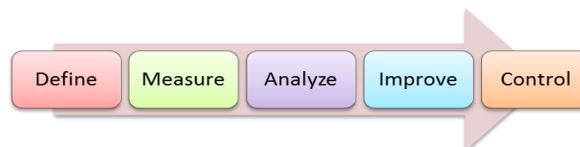
2. Shall have a minimum draw weight of 100 pounds.

4. Shall have a working safety.

5. Shall be used with bolts or arrows of not less than 14 inches in length with a broadhead.

**(bc)** A compound bow equipped with a device that holds the bow at full draw but that is not constructed with a stock and designed to be shot from the shoulder with one hand is exempt from the specification under par. [\(b\) 2.](#)

29.171 [\(4\)\(c\)](#) **(c)** The department may issue a crossbow permit to an applicant who is ineligible for a permit under par. [\(a\)](#) or who is denied a permit under par. [\(a\)](#) if, upon review and after considering the physical condition of the applicant and the recommendation of a licensed physician or licensed chiropractor selected by the applicant from a list of licensed physicians and licensed chiropractors compiled by the department, the department finds that issuance of a permit complies with the intent of this subsection. The use of this review procedure is discretionary with the department and all costs of the review procedure shall be paid by the applicant.



**PROBLEM:**

Due to the lengthy statutes involved in the issuance of these permits, as well as their evolution over time, a total of six individual applications were created to address each permit. There was duplicity in both the applications themselves and the process used during intake and issuance of the permit.

The orientation of the form caused patients to overlook the needed medical professional portion and exam, causing them to submit incomplete applications.

The former applications lacked common language and description of the qualifications necessary for a permit to be issued. All six forms had a similar look and layout causing applicants and medical professionals to mistakenly submit the incorrect application.

**RECOMMENDATIONS:**

Doctors, staff, and the Disabled Advisory Council offered the following recommendations:

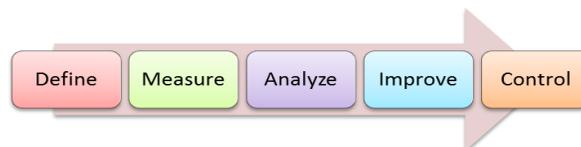
- Simplify the process for all involved!
- Provide clear information regarding the permit requirements for doctors, staff, and applicants.
- Create a workgroup to assist in processing discretionary issue permits.
- Develop a direct transmission option from the doctor to the Department.
- The Department must provide consistency in the approval and denial of applications.
- Remove the pressure experienced between applicant and doctor and applicant and frontline Department staff.
- Ensure the new process retains the integrity of the law and those it was drafted to serve.
- Make the application easier to complete and easier to review. Make it simple!

**IMPLEMENTATION PLAN:**

Based upon the feedback of medical professionals, the Disabled Advisory Council, frontline Customer Service Representatives, and Law Enforcement, we will work to implement the following improvements to our process:

**1. Create a single, streamlined application and intake process.**

The new process will involve a discontinuation of the six redundant hunting and fishing application forms. In their place, the creation of a single “disabled hunting and fishing application” that consists of application pages with “shall issue” permit and “discretionary issue” permit fields. Eligibility for the permit is clearly stated prior to submission for “self-diagnosis” by patient. Doctor is informed of permit qualifications in clear, succinct language on form. The new form will contain a section that is comprised



of all “shall issue” permit criteria. If the applicant has been diagnosed with anything in a “shall issue” field, a permit will be issued to address that disability. “Discretionary issue” permits will require a doctor’s narrative found in a separate section. These discretionary permits can be reviewed by a centralized work group for consistency and speed in approval.

**2. Clarify application and reduce the number of unqualified applications that are submitted.**

A single, concise form will eliminate the chances that a customer will submit the wrong form. The form clearly states the nature of the disability that is necessary for a permit to be granted. Applicants can review the form and learn that their current condition does not qualify them for a disabled hunting or fishing permit prior to visiting their doctor and submitting their application.

**3. Provide updated information on website and WM-253.**

An update of WM-253 will include a decision tree that will help to educate and guide potential applicants towards or away from the permit. This will reduce the number of unqualified applicants who are dissatisfied with their application being denied as they would have learned they do not qualify prior to visiting a doctor and submitting an application.

**4. Reduce applicant wait-time.**

Currently, 11% of our customers are waiting longer than 2 days to learn the outcome of their application. Out of those 11%, the medical provider holds the information required to process the application 97% of the time. We will be able to reduce customer wait time by moving the medical provider information section to the top of the front page of the form.

**5. Significant reduction in the number of times applicants or DNR staff must contact the applicants’ medical provider for additional information known as a “go-back.”**

During review of current “go-backs,” it was noted that 35% of the incomplete applications submitted were simply missing the doctor’s signature. This was addressed by moving the medical provider’s information to the top of the first page, rather than the bottom of the last page. Additionally, the size of the font was significantly increased to draw attention to this area.

