

Mission Over Margins: How Ochiltree General Hospital's CFO is Securing the Future of Rural Healthcare Through Grant Writing

PERRYTON, TX — In the world of finance, Chief Financial Officers are typically known for balancing ledgers and managing debt. However, at Ochiltree General Hospital (OGH), CFO Debra Beck has added a vital title to her role: **Grant Writer**. Over the last several years, Beck's strategic pursuit of external funding has brought hundreds of thousands of dollars into the district, ensuring that essential services remain available to the community without increasing the financial burden on local taxpayers.

Protecting the "Mission Drivers"

For a rural hospital district, some of the most critical services—like the Home Delivered Meals Program—operate at a financial loss. While a traditional business might see a "negative margin," OGH sees a community necessity.

"Most CFOs focus strictly on the books," says Beck "But in a rural district like ours, being a good steward of taxpayer dollars means looking beyond traditional revenue. Grants allow us to protect local tax support while still investing in programs that are mission drivers, not revenue drivers."

The impact of this work is visible across every department of the hospital. Recent successes include:

- **Maternal & Neonatal Care:** A **\$250,000 grant** from Health & Human Services and **\$42,000** from the Children's Miracle Network for a newborn incubator have revolutionized local labor and delivery. These funds allow mothers to receive high-quality care in Perryton, avoiding the stress of out-of-town transfers.
- **Senior Independence:** A **\$50,000 grant** from the Bivins Foundation secured a handicapped-accessible minivan, a "meaningful" win that ensures the Home Delivered Meals Program and patient transport services remain safe and reliable.
- **Broadband & Infrastructure:** A **\$136,000 grant** for Broadband Infrastructure Sustainability ensures the hospital remains technologically resilient in an increasingly digital healthcare landscape.

A Vision for Sustainable Growth

The strategy isn't about "flashy expansion," but rather the long-term health of the Ochiltree County Hospital workforce and infrastructure. A recent **\$232,000 Workforce Development Grant** from the Texas Workforce Commission is currently being used to fund staff training and retention, ensuring that when the community grows, the OGH team grows with it.

"When our team grows in skill and knowledge, our entire community benefits," says Beck "Our goal is steady, strategic progress. We want sustainable improvement that meets real needs."

Beck’s proactive approach serves as a significant "differentiator" for Ochsle General Hospital. While rural hospital CFO roles traditionally focus on cost containment and cash flow, her transition into a strategic growth role has allowed the district to bypass the typical constraints of a tight operating budget. This success has a direct, visible impact on those walking the hospital halls every day.

"For our staff, receiving modern equipment and expanded resources reinforces that they are supported and valued," CEO Kelly Judice explains. She notes that providing the team with the right tools is a key defense against burnout. "It allows them to perform their jobs more efficiently, confidently, and safely... When staff have the tools they need to deliver the level of care they were trained to provide, it strengthens engagement, retention, and overall workplace satisfaction". By securing external funding for these upgrades, the district has been able to accelerate improvements that might otherwise have been delayed for years, ensuring that financial limitations are transformed into opportunities for long-term sustainability.

Looking ahead, the Hospital District remains focused on strengthening emergency department resilience and finding permanent sustainability for the Home Delivered Meals Program. For the residents of Ochsle County, this means a hospital that isn't just surviving, but thriving—one grant at a time.

Recent Grant Highlights at a Glance:

Project / Program	Grantor	Amount
Maternal/Neonatal Equipment	Health & Human Services	\$250,000
Workforce Training & Retention	Texas Workforce Commission	\$232,000
Broadband Infrastructure	Sustainability Grant	\$136,000
Perryton Health Center Exam Beds	Health Center Grant	\$100,000
Handicapped-Accessible Van	Bivins Foundation	\$50,000
Newborn Incubator	Children’s Miracle Network	\$42,000
Quality Improvement Software	Texas Dept. of Agriculture	\$12,000 - \$16,000 (Annual)