

Toby Marsh, DNP, RN, NEA-BC, FACHE

BIO

Toby Marsh is a nationally recognized nurse leader with over two decades of experience advancing patient care, clinical excellence, and nursing leadership. Toby currently serves as the Regional CNE and VP for Clinical Integration, for the 21 hospitals in the Kaiser Permanente Northern California region, where he leads with a passion for innovation, leading strategic initiatives that advance nursing excellence, improve patient outcomes, and fostering a culture of innovation and high reliability. One of the key initiatives he oversees is for each of the medical centers to obtain Magnet designation. Toby is widely recognized for his commitment to nursing professional governance, workforce well-being, relationship-based cultures, and the integration of evidence-based practice (EBP) at all levels of care. Prior to joining Kaiser Permanente, Toby served as the Chief Nursing and Patient Care Services Office at UC Davis Health in Sacramento, CA, a tertiary and quaternary medical center, with a Level 1 adult and pediatric trauma center, burn center, and NIH designated cancer center, where he held progressive leadership roles during his 18-year tenure with the organization. During his time at UC Davis Health, he helped lead the organization to three consecutive Magnet designations and nurse residency transition to practice program accreditation with distinction. He spent 7 years in the United States Air Force. While in the Air Force, he served as a Personnel Programs Officer and Squadron Section Commander. Toby previously served as President of the California Association of Healthcare Leaders, and President of the Sacramento Sierra Nurse Leaders. Toby holds a doctorate degree in nursing practice from the University of California San Francisco, is a board-certified Nurse Executive (NEA-BC), Fellow American Leadership Forum, and Fellow of the American College of Healthcare Executives (FACHE).

STATEMENTS

1. Provide a statement describing the biggest issue facing AONL and potential strategies to address the issue.

Supporting nurse leaders through rapid technological advancement. As AI, digital health, and virtual care reshape care delivery, nurses must be equipped to lead innovation while safeguarding equity, quality, and human connection. AONL can address this by expanding informatics and digital leadership development, advocating for involvement in tech design and implementation, to reimagine workflows and decrease cognitive load, and promoting policies that ensure safe, ethical use of emerging technologies. LITT Committee is positioned to guide leaders through this transformation. Empowering nurse leaders to navigate and shape digital transformation, ensures nursing remains at the forefront.

2. Describe your actions to increase engagement/belonging within your organization or community.

At Kaiser Permanente, I established the Northern California Nursing Professional Governance structure to engage nurses in shared decision-making and evidence-based quality improvement, with a yearly annual conference to highlight and disseminate outcomes. Weekly inclusive rounding across 21 medical centers ensures staff are heard and recognized. Established regional nurse leader transition to practice program. I established Cultural Excellence Nursing Grand Rounds and the Anti-Racism and Cultural Humility program to advance equity and inclusion. As SSNL President, I created professional development, networking opportunities and an annual awards ceremony that celebrates nursing excellence.

3. Illustrate the unique perspective or skills you would bring to the AONL Board.

As a former US Air Force officer, CNE of an academic medical center, and system CNE of 21 community-based medical centers, I have demonstrated mission-focused leadership, strategic thinking, adaptability, successfully advancing organizational goals and advocating for nursing practice at all levels and settings. Lead in a dynamic union environment. As a system CNE, the ability to operate, build consensus, and lead in a highly complex and matrixed organization. With the understanding and perspective of the interconnectivity of local, regional, and national trends and legislative impacts. Strong use of social media to recognize and elevate the professional image of nursing.

4. Describe your actions to improve health outcomes through advocacy.

Through Sacramento Metro Chamber's Cap-to-Cap program and other forums, I've advocated and met with federal senators and representatives for workforce development programs, to protect Medicaid and Medicare for sustainable reimbursement for equitable access to care. Championed behavioral health funding to meet rising community needs. Engaged state policymakers on AI and technology to enhance clinician well-being and advancing care models like acute care at home. In collaboration with my institutions and the California Hospital Association, contributed to legislative language supporting scope of practice reforms and health policies to drive improved outcomes across the continuum of care.