Stanford



Niraj Sehgal

Clinical Professor, Medicine

CLINICAL OFFICE (PRIMARY)

- **Stanford Hospital Medicine**

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ACADEMIC CONTACT INFORMATION

- **Administrative Contact**

  Lesley Lara - Executive Assistant

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Bio

BIO

Dr. Niraj Sehgal is a Professor of Medicine, Executive Vice President & Chief Physician Executive for Stanford Healthcare, and Senior Associate Dean for Clinical Affairs in the School of Medicine. His clinical practice is focused in hospital medicine, while his academic career has been focused on leading initiatives that foster interprofessional teamwork/communication, promote a culture for learning/improvement, and cultivate workforce development as key strategies to deliver outstanding patient outcomes. He’s also worked to establish and influence the role of quality and safety as an academic endeavor.

Prior to returning to Stanford in September 2020, Niraj spent 16 years at UCSF where he held several leadership roles that included directing a medical service, leading a faculty development program, directing physician leadership programs, and serving as the first Associate Chair for Quality & Safety within an academic department. His final role was as UCSF Health’s inaugural Chief Quality Officer where he worked to further align and improve the care delivery system. Niraj is also a passionate teacher and mentor who was inducted into UCSF's Academy of Medical Educators in 2009.

CLINICAL FOCUS

- Internal Medicine

ACADEMIC APPOINTMENTS

- Clinical Professor, Medicine

ADMINISTRATIVE APPOINTMENTS

- Chief Medical Officer, Stanford Healthcare, (2020- present)
- Senior Associate Dean for Clinical Affairs, Stanford School of Medicine, (2020- present)
- Vice President & Chief Quality Officer, UCSF Health, (2016-2020)
- Associate Chair for Quality & Safety, UCSF Department of Medicine, (2009-2016)
- Director, Institute for Physician Leadership, UCSF, (2012-2016)

- Director, IPC-UCSF Fellowship for Healthcare Leaders, UCSF, (2011-2016)
- Associate Editor, Journal of Hospital Medicine, (2011-2013)
- Director, UCSF Hospitalist Mini-College, UCSF, (2008-2020)
- Director of Faculty Development, UCSF Division of Hospital Medicine, (2008-2010)
- Medical Director, Mount Zion Medical Service, UCSF Medical Center, (2006-2009)
- Associate Editor AHRQ PSNet & WebM&M, AHRQ, (2004-2015)

HONORS AND AWARDS

- Top Doctors List (Hospitalist), Marin Magazine (2020)
- Value Improvement Project Award, UCSF Health (2019)
- Nominee, Kaiser Award for Excellence in Teaching, UCSF School of Medicine (2014)
- Honorable Mention, UCSF Exceptional Physician Award, UCSF Medical Center (2013)
- Cooke Award for Scholarship in Teaching & Learning, UCSF Academy of Medical Educators (2012)
- Fellow, American College of Physicians (2009)
- Senior Fellow in Hospital Medicine, Inaugural Class, Society of Hospital Medicine (2010)
- Inducted into Academy of Medical Educators, UCSF (2009)
- Selected as Leadership Fellow, California Healthcare Foundation (2007)
- David E. Rogers Junior Faculty Educator Award, SGIM (2007)
- Excellence in Direct Teaching & Mentoring Award, UCSF Academy of Medical Educators (2007)
- Excellence in Teaching Award, UCSF School of Medicine (2007)
- Best Conference Precourse Award, SGIM National Meeting (2006)
- THANKS Star Award for Clinical Service, UCSF Medical Center (2004, 2005, 2006)
- Charles Dorsey Armstrong Award for Excellence in Patient Care, Stanford University (2001)
- Award for Professionalism as a House Officer, Stanford University (2001)
- Award for Professionalism as a House Officer, Stanford University (2000)
- Award for Research Conducted as a House Officer, Stanford University (1999)
- Alpha Omega Alpha Medical Honor Society, Rush University (1998)
- James B. Herrick Award for Achievement, Rush University (1998)
- James A. Schoenberg Award for Achievement in Health Promotion and Disease Prevention, Rush University (1998)
- James A. Campbell Distinguished Scholar, Rush University (1998)

BOARDS, ADVISORY COMMITTEES, PROFESSIONAL ORGANIZATIONS

- Senior Fellow, Society of Hospital Medicine (2004 - present)
- Fellow, American College of Physicians (1998 - present)
- Leadership Steering Committee, AAMC-Integrating Quality (2016 - 2020)
- Board Member, Vizient Chief Quality Officers Network (2017 - 2020)
- Associate Editor, Journal of Hospital Medicine (2011 - 2013)
- Member, Society of General Internal Medicine (2000 - 2014)

PROFESSIONAL EDUCATION

- Residency: Stanford University Internal Medicine Residency (2002) CA

- Board Certification: Internal Medicine, American Board of Internal Medicine (2001)
- Medical Education: Rush Medical College Office of the Registrar (1998) IL
- Certification, UCSF Diversity, Equity & Inclusion Champion Training (2018)
- Certification, Myers-Briggs Type Indicator , Psychometric Assessment (2012)
- Fellow, California Healthcare Foundation , Leadership Program (2009)
- Postdoctoral Fellow, Stanford Prevention Research Center , Health Services Research (2004)
- MPH, University of California, Berkeley , Public Health (2003)
- Chief Resident, Stanford University , Internal Medicine (2002)
- Board Certification, American Board of Internal Medicine , Hospital Medicine (2001)
- Residency, Stanford University , Internal Medicine (2001)
- MD, Rush University , Medicine (1998)
- BA, Washington University (St. Louis) , Biology & Business (1993)

Research & Scholarship

CURRENT RESEARCH AND SCHOLARLY INTERESTS

Quality Improvement & Patient Safety, Teamwork & Communication, Leadership

Development, Organizational Culture & Change

Publications

PUBLICATIONS

- **Lessons from deploying the ChatEHR system at Stanford Medicine.** *Nature medicine*
  Shah, N. H., Sehgal, N., Ashley, E. A., Pfeffer, M. A.
  2026
- **A framework for using AI to drive care model transformation: building cars rather than faster horses.** *npj health systems*
  Li, R. C., Rosengaus, L., Gohil, L., Sharp, C., Pfeffer, M. A., Sehgal, N., Entwistle, D., Hofmann, L. V.
  2026; 3 (1)
- **Exploring Trust and Engagement: A Qualitative Evaluation of the Relationship Between Clinicians and Healthcare Leaders at Academic Medical Centers** *JOURNAL OF HEALTHCARE LEADERSHIP*
  Keller, E. J., Sehgal, N., Ryu, R. K., Chrisman, H., Vogelzang, R. K., Shanafelt, T. D.
  2025; 17: 75-83
- **Detailed characterization of hospitalized patients infected with the Omicron variant of SARS-CoV-2.** *Journal of internal medicine*
  Ozdalga, E., Ahuja, N., Sehgal, N., Hom, J., Weng, Y., Pinsky, B., Schulman, K. A., Collins, W.
  2022
- **Understanding the Singapore COVID-19 Experience: Implications for Hospital Medicine.** *Journal of hospital medicine*
  Vidyarthi, A. R., Bagdasarian, N., Esmaili, A. M., Archuleta, S., Monash, B., Sehgal, N. L., Green, A., Lim, A.
  2020; 15 (5): 281-283
- **Jumpstarting Faculty Development in Quality Improvement and Patient Safety Education: A Team-Based Approach.** *Academic medicine : journal of the Association of American Medical Colleges*
  van Schaik, S. M., Chang, A., Fogh, S., Haehn, M., Lyndon, A., O'Brien, B., O'Sullivan, P., Ranji, S., Rosenbluth, G., Sehgal, N., Tabas, J., Baron, R. B.
  2019
- **Jump-Starting Faculty Development in Quality Improvement and Patient Safety Education: A Team-Based Approach.** *Academic medicine : journal of the Association of American Medical Colleges*

van Schaik, S. M., Chang, A. n., Fogh, S. n., Haehn, M. n., Lyndon, A. n., O'Brien, B. n., O'Sullivan, P. n., Ranji, S. n., Rosenbluth, G. n., Sehgal, N. n., Tabas, J. n., Baron, R. B.
2019; 94 (11): 1728–32

- **Aligning Delivery System and Training Missions in Academic Medical Centers to Promote High-Value Care.** *Academic medicine : journal of the Association of American Medical Colleges*
  Gupta, R. n., Sehgal, N. n., Arora, V. M.
  2019; 94 (9): 1289–92
- **A Learning Health System Approach to the Opioid Crisis: Never Let a Good Crisis Go to Waste.** *JAMA surgery*
  Wick, E. C., Sehgal, N. L.
  2018; 153 (10): 954
- **Early Experiences After Adopting a Quality Improvement Portfolio Into the Academic Advancement Process** *ACADEMIC MEDICINE*
  Sehgal, N. L., Neeman, N., King, T. E.
  2017; 92 (1): 78–82
- **Improving the Ambulatory Patient Experience Within an Academic Department of Medicine** *AMERICAN JOURNAL OF MEDICAL QUALITY*
  Neeman, N., Sehgal, N. L.
  2016; 31 (3): 203–8
- **"Choosing Wisely" in an Academic Department of Medicine** *AMERICAN JOURNAL OF MEDICAL QUALITY*
  Hines, J. Z., Sewell, J. L., Sehgal, N. L., Moriates, C., Horton, C. K., Chen, A.
  2015; 30 (6): 566–70
- **Meaningful Utilization of After-visit Summaries in the Ambulatory Setting** *AMERICAN JOURNAL OF MEDICINE*
  Neeman, N., Sehgal, N. L.
  2015; 128 (8): 828–30
- **Annual Perspective 2014: Handoffs and Transitions**
  Sehgal, N. L.
  AHRQ Patient Safety Network.
  2015
- **Demystify leadership in order to cultivate it.** *Academic medicine : journal of the Association of American Medical Colleges*
  Dhaliwal, G., Sehgal, N. L.
  2014; 89 (11): 1441
- **Role-modeling and medical error disclosure: a national survey of trainees.** *Academic medicine*
  Martinez, W., Hickson, G. B., Miller, B. M., Doukas, D. J., Buckley, J. D., Song, J., Sehgal, N. L., Deitz, J., Braddock, C. H., Lehmann, L. S.
  2014; 89 (3): 482-489
- **Bringing continuing medical education to the bedside: the University of California, San Francisco Hospitalist Mini-College.** *Journal of hospital medicine*
  Sehgal, N. L., Wachter, R. M., Vidyarthi, A. R.
  2014; 9 (2): 129-34
- **An advanced quality improvement and patient safety elective** *CLINICAL TEACHER*
  Mookherjee, S., Ranji, S., Neeman, N., Sehgal, N.
  2013; 10 (6): 368–73
- **Postdischarge Focus Groups to Improve the Hospital Experience** *AMERICAN JOURNAL OF MEDICAL QUALITY*
  Neeman, N., Quinn, K., Shoeb, M., Mourad, M., Sehgal, N. L., Sliwka, D.
  2013; 28 (6): 536–38
- **ROLE MODELING AND MEDICAL ERROR DISCLOSURE: RESULTS OF A NATIONAL SURVEY OF FOURTH-YEAR MEDICAL STUDENTS**
  Martinez, W., Hickson, G. B., Miller, B., Doukas, D. J., Buckley, J. D., Song, J., Sehgal, N., Deitz, J., Braddock, C. H., Lehamann, L.
  SPRINGER.2013: S175
- **Enculturation of Unsafe Attitudes and Behaviors: Student Perceptions of Safety Culture** *ACADEMIC MEDICINE*
  Bowman, C., Neeman, N., Sehgal, N. L.

2013; 88 (6): 802–10

- **Communicating discharge instructions to patients: a survey of nurse, intern, and hospitalist practices.** *Journal of hospital medicine*
  Ashbrook, L., Mourad, M., Sehgal, N.
  2013; 8 (1): 36-41
- **Reducing radiology use on an inpatient medical service: choosing wisely.** *Archives of internal medicine*
  Neeman, N., Quinn, K., Soni, K., Mourad, M., Sehgal, N. L.
  2012; 172 (20): 1606-8
- **Quality improvement and patient safety activities in academic departments of medicine.** *The American journal of medicine*
  Neeman, N., Sehgal, N. L., Davis, R. B., Aronson, M. D.
  2012; 125 (8): 831-5
- **Engaging Trainees in Performance Improvement Projects: The Quality and Safety Innovation Challenge** *AMERICAN JOURNAL OF MEDICAL QUALITY*
  Neeman, N., Ranji, S. R., Sehgal, N. L.
  2012; 27 (4): 345–47
- **Enhancing Quality of Trainee-written Consultation Notes** *AMERICAN JOURNAL OF MEDICINE*
  Tuot, D. S., Sehgal, N. L., Neeman, N., Auerbach, A.
  2012; 125 (7): 649–52
- **Perspective: A Road Map for Academic Departments to Promote Scholarship in Quality Improvement and Patient Safety** *ACADEMIC MEDICINE*
  Neeman, N., Sehgal, N. L.
  2012; 87 (2): 168–71
- **Effects of a multicentre teamwork and communication programme on patient outcomes: results from the Triad for Optimal Patient Safety (TOPS) project** *BMJ QUALITY & SAFETY*
  Auerbach, A. D., Sehgal, N. L., Blegen, M. A., Maselli, J., Alldredge, B. K., Vittinghoff, E., Wachter, R. M.
  2012; 21 (2): 118–26
- **Complementary Telephone Strategies to Improve Postdischarge Communication** *AMERICAN JOURNAL OF MEDICINE*
  Rennke, S., Kesh, S., Neeman, N., Sehgal, N. L.
  2012; 125 (1): 28–30
- **Teamwork in Hospital Medicine** *Essentials of Hospital Medicine: A Practical Guide for Clinicians*
  O'Leary, K., Sehgal, N. L.
  2012
- **Interdisciplinary teamwork in hospitals: a review and practical recommendations for improvement.** *Journal of hospital medicine*
  O'Leary, K. J., Sehgal, N. L., Terrell, G., Williams, M. V.
  2012; 7 (1): 48-54
- **Communication Failures and a Call for New Systems to Promote Patient Safety** *ARCHIVES OF INTERNAL MEDICINE*
  Sehgal, N. L., Auerbach, A. A.
  2011; 171 (7): 684–85
- **Critical Conversations: A Call for a Nonprocedural "Time Out"** *JOURNAL OF HOSPITAL MEDICINE*
  Sehgal, N. L., Fox, M., Sharpe, B. A., Vidyarthi, A. R., Blegen, M., Wachter, R. M.
  2011; 6 (4): 225–30
- **Investing in the Future: Building an Academic Hospitalist Faculty Development Program** *JOURNAL OF HOSPITAL MEDICINE*
  Sehgal, N. L., Sharpe, B. A., Auerbach, A. A., Wachter, R. M.
  2011; 6 (3): 161–66
- **Using Patient-Centered Whiteboards as a Hospital Communication Tool**
  Mistry, R., Lau, C., Sehgal, N. L.
  National Patient Safety Foundation's Focus on Patient Safety.
  2011

- **Republished paper: Improving safety culture on adult medical units through multidisciplinary teamwork and communication interventions: the TOPS Project** *POSTGRADUATE MEDICAL JOURNAL*
  Blegen, M. A., Sehgal, N. L., Alldredge, B. K., Gearhart, S., Auerbach, A. A., Wachter, R. M.
  2010; 86 (1022): 729–33
- **Improving safety culture on adult medical units through multidisciplinary teamwork and communication interventions: the TOPS Project** *QUALITY & SAFETY IN HEALTH CARE*
  Blegen, M. A., Sehgal, N. L., Alldredge, B. K., Gearhart, S., Auerbach, A. A., Wachter, R. M.
  2010; 19 (4): 346–50
- **Patient Whiteboards as a Communication Tool in the Hospital Setting: A Survey of Practices and Recommendations** *JOURNAL OF HOSPITAL MEDICINE*
  Sehgal, N. L., Green, A., Vidyarlhi, A. R., Blegen, M. A., Wachter, R. M.
  2010; 5 (4): 234–39
- **AHRQ's hospital survey on patient safety culture: psychometric analyses.** *Journal of patient safety*
  Blegen, M. A., Gearhart, S., O'Brien, R., Sehgal, N. L., Alldredge, B. K.
  2009; 5 (3): 139–44
- **I-CaRe: a case review tool focused on improving inpatient care.** *Joint Commission journal on quality and patient safety*
  Lee, J. H., Vidyarthi, A. R., Sehgal, N. L., Auerbach, A. D., Wachter, R. M.
  2009; 35 (2): 115-9, 61
- **A Multidisciplinary Teamwork Training Program: The Triad for Optimal Patient Safety (TOPS) Experience**
  Sehgal, N. L., Fox, M., Vidyarthi, A. R., Sharpe, B. A., Gearhart, S., Bookwalter, T., Barker, J., Alldredge, B. K., Blegen, M. A., Wachter, R. M., Triad Optimal Patient Safety Proje
  SPRINGER.2008: 2053–57
- **Engaging Patients at Hospital Discharge** *JOURNAL OF HOSPITAL MEDICINE*
  Sehgal, N. L.
  2008; 3 (6): 498–500
- **National Trends in Treatment of Type 2 Diabetes Mellitus, 1994-2007** *ARCHIVES OF INTERNAL MEDICINE*
  Alexander, G. C., Sehgal, N. L., Moloney, R. M., Stafford, R. S.
  2008; 168 (19): 2088-2094
- **Non-housestaff medicine services in academic centers: Models and challenges** *JOURNAL OF HOSPITAL MEDICINE*
  Sehgal, N. L., Shah, H. M., Parekh, V. I., Roy, C. L., Williams, M. V.
  2008; 3 (3): 247–55
- **Tuberculosis: In and out of the airways** *JOURNAL OF HOSPITAL MEDICINE*
  Bui, A. L., Sehgal, N. L.
  2008; 3 (2): 167–68
- **National trends in treatment for type 2 diabetes mellitus, 1994-2007**
  Alexander, G. C., Sehgal, N. L., Moloney, R., Stafford, R.
  SPRINGER.2008: 350
- **Development of a Web-based Patient Safety Resource: AHRQ Patient Safety Network (PSNet)**
  Sehgal, N. L., Ranji, S. R., Shojania, K. G., Cucina, R. J., Hartman, E. E., Zipperer, L., Wachter, R. M.
  Agency for Healthcare Research and Quality.
  2008 ; Advances in Patient Safety: New Directions and Alternative Approaches
- **Identification of inpatient DNR status: A safety hazard begging for standardization** *JOURNAL OF HOSPITAL MEDICINE*
  Sehgal, N. L., Wachter, R. M.
  2007; 2 (6): 366–71
- **Color-coded wristbands: Promoting safety or confusion?** *JOURNAL OF HOSPITAL MEDICINE*
  Sehgal, N. L., Wachter, R. M.
  2007; 2 (6): 445

- **Hospitalists: A Field of Growing Opportunity.** *Resident and Staff Physician*
  Sehgal, N. L., Wachter, R. M.
  2007; 1 (53)
- **The "Customer" Is Always Right**
  Sehgal, N. L.
  AHRQ Web M&M: Case Study and Expert Commentary.
  2007
- **The expanding role of hospitalists in the United States** *SWISS MEDICAL WEEKLY*
  Sehgal, N. L., Wachter, R. M.
  2006; 136 (37-38): 591–96
- **Photoclinic: Pyoderma Gangrenosum.** *Consultant*
  Gratton, S. B., Sehgal, N. L.
  2006; 7 (46): 821
- **National trends in statin use by coronary heart disease risk category** *PLOS MEDICINE*
  Ma, J., Sehgal, N. L., Ayanian, J. Z., Stafford, R. S.
  2005; 2 (5): 434-440
- **Assessment and improvement of quality and value** *Hospital Medicine*
  Wachter, R. M., Sehgal, N. L.
  Lippincott.2005; 2nd
- **Clinical case conferences: Back to the future?.** *26th Annual Meeting of the Society-of-General-Internal-Medicine*
  Sehgal, N., Cucina, R., Marcus, G., Sharp, C., Yu, S., Hoffman, B.
  SPRINGER.2003: 121–121
- **The medical chief residency: A survey and recommendations.**
  Sehgal, N., Skeff, K.
  SPRINGER.2003: 255
- **Halofuginone, a specific collagen type I inhibitor, reduces anastomotic intimal hyperplasia.** *Archives of surgery (Chicago, Ill. : 1960)*
  Choi, E. T., Callow, A. D., Sehgal, N. L., Brown, D. M., Ryan, U. S.
  1995; 130 (3): 257-61
- **A specific inhibitor of alpha-1(I) procollagen mRNA inhibits anastomotic intimal hyperplasia.** *Archives of Surgery*
  Choi, E. T., Callow, A. D., Sehgal, N. L., Brown, D., Ryan, U. S.
  1995; 3 (130): 257-261
- **A NOVEL-APPROACH TO PREVENTING INTIMAL HYPERPLASIA - INHIBITION OF SMOOTH-MUSCLE CELL-MIGRATION WITH ENALAPRIL**
  CHOI, E. T., SEHGAL, N., SUN, S. P., TRACHTENBERG, J., RYAN, U. S., CALLOW, A. D.
  edited by Chang, J. B.
  SPRINGER-VERLAG.1994: 28–40