

People matter survey 2026

Executive summary - Swan Hill District Health



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Report overview

About your report

The results in this report help your organisation build a positive workplace culture with integrity that lives the public sector values.

Survey questions and definitions

Go to [Survey questions: People matter survey 2026 \(DOCX, 89 pages\)](#) to see how we asked questions and defined concepts in the 2026 survey.

Privacy and anonymity

To protect you, we:

- use an anonymous survey link and everyone in your organisation receives the same survey link
- de-identify all survey response data provided to your organisation
- don't collect your name, date of birth or employee ID
- don't release employee experience results when fewer than 10 people in a workgroup have responded to the survey
- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total
- don't link free-text comments to any survey data that will identify the employee who wrote it

Read more in [our privacy policy](#).

Survey changes in 2026

In 2026, we refreshed the survey to make it shorter, clearer and easier for employees to complete. To improve the survey, we:

- reviewed every survey question for relevance, clarity, length and usefulness
- worked with organisations across the public sector through workshops, written feedback and follow-up discussions to understand what was working well and what needed to improve
- simplified question wording and used more plain language, clearer definitions and behavioural examples to make questions easier to understand
- reduced the number of questions to make the survey faster and easier to complete, especially for frontline staff and employees with limited uninterrupted time
- improved readability across the whole survey



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- tested revised questions with employees, including frontline staff, to check that questions were clear and easy to answer
- kept a core set of questions to support comparison with previous survey years where possible.

Comparing data from previous years

Because we changed parts of the survey in 2026, you can no longer compare data from previous years for 25 questions.

This includes questions where:

- we changed the way questions were asked
- the wording was changed enough that people may understand or answer the question differently
- as an outcome of this, results changed significantly from previous years.

It may also include some question groups where we removed questions.

If a question or question group has been affected, we have noted this with the words 'Data not comparable to previous years' against the name of the question or question group.

Read our [Interpreting your 2026 People matter survey results](#) to find out more.

Rounding of percentages

In this report, we round numbers up or down to their nearest whole percentage.

This means some percentages may not add up to 100%.

Survey's theoretical framework

What this is

The framework provides an overview of the workplace factors and outcomes that the survey measures.

Why this is important

Based on theory and research, the framework focuses on core themes that help guide organisations in creating better workplaces.

We developed the framework in consultation with stakeholders from the public sector and Deakin University.

Workplace factors and outcomes

Senior leadership factors

- Lead the organisation
- Set the culture
- Lead by example
- Actions influence outcomes

Organisation climate factors

- Organisation integrity
- Collaboration
- Safety climate
- Patient safety climate

Workgroup climate factors

- Quality service delivery
- Innovation
- Workgroup support
- Safe to speak up

Job and manager factors

- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Flexible working

Outcomes

- Engagement
- Wellbeing - work-related stress
- Intention to stay
- Acting on negative behaviours

- Inclusion

Our public sector values

The public sector values inform the professional and ethical conduct of everyone who works in the public sector.

As such, these values underpin the theoretical framework of the survey.

There's a strong link between workplace culture and how staff perceive their organisation lives the public sector values.

The public sector values underpin the framework and all public sector organisations.

The values are:

- responsiveness
- integrity
- impartiality
- accountability
- respect
- leadership
- human rights.

Your comparator group

What this is

This is a list of similar organisations to yours. We try to make sure they're in the same industry your organisation is in.

Some organisations may not have taken part in the survey previously. This means your comparator group may be different to previous years.

How we use this in your report

In this report, we compare your organisation's survey results to your comparator group's results. This is so you can compare how your organisation is doing in your industry or to similar organisations.

We refer to your comparator group in this report as 'comparator'.

Your comparator group

Responses for	Comparator organisation
Organisation 1	Albury Wodonga Health
Organisation 2	Bairnsdale Regional Health Service
Organisation 3	Barwon Health
Organisation 4	Central Gippsland Health Service
Organisation 5	Echuca Regional Health
Organisation 6	Goulburn Valley Health Services
Organisation 7	Grampians Health
Organisation 8	Latrobe Regional Hospital
Organisation 9	Mildura Base Public Hospital
Organisation 10	Northeast Health Wangaratta
Organisation 11	South West Healthcare



Responses for	Comparator organisation
Organisation 12	West Gippsland Healthcare Group
Organisation 13	Western District Health Service

End of table



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Scorecards

Contents

Results included in this section:

- Summary
- Inclusion, stress, intention to stay
- Employee engagement index
- Taking action
- Negative behaviours
- Organisation climate
- Workgroup climate
- Job and manager factors
- Public sector values

Summary

What this is

This is a summary of your key results.

Why is this important

It gives you a high-level snapshot of the main survey findings.

How to read this

Response rate is how many staff in your organisation did the survey in 2026.

High to severe stress is the overall percentage of people with high to severe stress.

Inclusion is how many of your staff feel as if they belong and can be themselves at work.

The employee engagement index is a score out of 100. It is a weighting of all engagement question responses. Engaged employees are committed to their organisation's goals and values, and motivated to contribute to organisational success.

Plan to stay 6 months or less is how many of you staff plan to leave your organisation in the next 6 months.

Results 2026

Responses for	You in 2026	Comparator average in 2026	Public sector average in 2026
Response rate	59%	33%	49%
High to severe stress	15%	26%	26%
Inclusion	85%	76%	80%
Employee engagement index	78	68	71



Responses for	You in 2026	Comparator average in 2026	Public sector average in 2026
Plan to stay 6 months or less	6%	8%	7%

End of table



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Inclusion, stress, intention to stay

What this is

This scorecard provides overall results for inclusion, high to severe work-related stress and intention to stay.

There are more people outcomes scorecards throughout this report.

Why is this important

This page shows which outcomes are performing well and which outcomes you can look to improve.

How to read this

Each label represents a group of questions in the survey about people outcomes.

Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Results 2026

Your results over time

Responses for	You in 2024	You in 2025	You in 2026
Inclusion	81.1%	72.5%	85.0%
High to severe work related stress	20.3%	No data	14.8%
Plan to stay 6 months or less	5.7%	No data	5.8%

End of table

Comparator and public sector results



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Responses for	You in 2026	Comparator average in 2026	Public sector average in 2026
Inclusion	85.0%	76.4%	80.3%
High to severe work related stress	14.8%	25.5%	25.9%
Plan to stay 6 months or less	5.8%	7.7%	7.5%

End of table



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Employee engagement index

What this is

Engaged employees are committed to their organisation's goals and values, and motivated to contribute to organisational success.

The employee engagement index is a score out of 100.

The weightings for each response to the 5 engagement questions are:

- strongly agree is 100 points
- agree is 75 points
- neither agree nor disagree is 50 points
- disagree is 25 points
- strongly disagree is 0 points.

Why is this important

High engagement may lead to greater satisfaction, productivity and lower absences, turnover and workplace stress.

How to read this

Each result is the overall employee engagement index for your organisation, comparator and public sector.

Results 2026

Your results over time

Responses for	You in 2024	You in 2025	You in 2026
Employee engagement index	65.7	No data	77.9

End of table

Comparator and public sector results



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Responses for	You in 2026	Comparator average in 2026	Public sector average in 2026
Employee engagement index	77.9	68.1	71.4

End of table

Taking action

What this is

This is how well staff feel their organisation takes action and makes improvements from your survey results.

Why is this important

If your organisation takes action as a result of survey results, your staff may feel their feedback is valuable.

How to read this

Under ‘Your 2026 results’, see results for this question.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

Under ‘Benchmark agree results’, compare your comparator group's overall, lowest and highest scores with your own.

Results 2026

Your 2026 results

Responses for	Disagree	Don't know	Neither agree nor disagree	Agree
My workplace has used results from the last survey to improve	13%	20%	28%	39%

End of table

Benchmark agree results

Your results over time

Responses for	You in 2024	You in 2025	You in 2026
My workplace has used results from the last survey to improve	31%	Not asked	39%

Responses for	You in 2024	You in 2025	You in 2026
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End of table

Comparator results 2026

Responses for	You	Lowest comparator	Comparator average	Highest comparator
My workplace has used results from the last survey to improve	39%	14%	30%	45%

End of table

Negative behaviours

What this is

This is how many staff have experienced negative behaviours at work in the past 12 months.

Why is this important

Negative behaviours can be detrimental to health and wellbeing as well as performance and behaviour.

How to read this

Each label represents a question in the survey about negative behaviour.

Each result is the percentage of staff who said they experienced bullying, sexual harassment, discrimination or violence or aggression in the past 12 months.

You can compare these with your comparator group and the public sector.

Results 2026

Your results over time

Responses for	You in 2024	You in 2025	You in 2026
Bullying (Data not comparable to previous years)	No data	No data	29.5%
Violence or aggression (Data not comparable to previous years)	No data	No data	29.5%
Discrimination (Data not comparable to previous years)	No data	No data	10.0%
Sexual harassment	4.8%	5.5%	2.8%

End of table

Comparator and public sector average results



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Responses for	You in 2026	Comparator average in 2026	Public sector average in 2026
Bullying	29.5%	35.4%	28.6%
Violence or aggression	29.5%	32.5%	23.0%
Discrimination	10.0%	10.1%	9.6%
Sexual harassment	2.8%	6.4%	5.0%

End of table

Organisation climate

What this is

This scorecard provides overall results for each factor in the organisation climate part of the survey’s theoretical framework.

Why is this important

This page shows which factors are performing well and which factors you can look to improve.

How to read this

Each label represents a group of questions in the survey about organisation climate.

Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Results 2026

Your results over time

Responses for	You in 2024	You in 2025	You in 2026
Collaboration	83.7%	No data	96.5%
Organisation integrity (Data not comparable to previous years)	No data	No data	79.8%
Safety climate (Data not comparable to previous years)	No data	No data	64.4%

End of table

Comparator and public sector results

Responses for	You in 2026	Comparator average in 2026	Public sector average in 2026
Collaboration	96.5%	89.9%	92.8%
Organisation integrity	79.8%	68.7%	73.4%



Responses for	You in 2026	Comparator average in 2026	Public sector average in 2026
Safety climate	64.4%	49.4%	57.2%

End of table

Workgroup climate

What this is

This scorecard provides overall results for each factor in the workgroup climate part of the survey's theoretical framework.

Why is this important

This page shows which factors are performing well and which factors you can look to improve.

How to read this

Each label represents a group of questions in the survey about workgroup climate.

Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Results 2026

Your results over time

Responses for	You in 2024	You in 2025	You in 2026
Workgroup support (Data not comparable to previous years)	No data	No data	83.9%
Quality service delivery	81.3%	No data	83.6%
Innovation (Data not comparable to previous years)	No data	No data	81.8%
Safe to speak up	67.6%	No data	78.1%

End of table

Comparator and public sector results

Responses for	You in 2026	Comparator average in 2026	Public sector average in 2026
Workgroup support	83.9%	77.4%	84.4%



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Responses for	You in 2026	Comparator average in 2026	Public sector average in 2026
Quality service delivery	83.6%	75.8%	80.8%
Innovation	81.8%	69.0%	73.1%
Safe to speak up	78.1%	67.8%	73.4%

End of table



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Job and manager factors

What this is

This scorecard provides overall results for each factor in the job and manager factor part of the survey's theoretical framework.

Why is this important

This page shows which factors are performing well and which factors you can look to improve.

How to read this

Each label represents a group of questions in the survey about job and manager factors.

Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Results 2026

Your results over time

Responses for	You in 2024	You in 2025	You in 2026
Job enrichment	88.7%	No data	92.5%
Meaningful work	87.7%	No data	89.3%
Manager leadership	82.4%	No data	85.4%
Flexible working (Data not comparable to previous years)	No data	No data	84.0%
Manager support (Data not comparable to previous years)	No data	No data	80.5%
Workload	66.5%	No data	77.8%
Learning and development (Data not comparable to previous years)	No data	No data	77.5%



Responses for	You in 2024	You in 2025	You in 2026
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End of table

Comparator and public sector results

Responses for	You in 2026	Comparator average in 2026	Public sector average in 2026
Job enrichment	92.5%	83.7%	86.6%
Meaningful work	89.3%	82.7%	85.4%
Manager leadership	85.4%	77.9%	84.7%
Flexible working	84.0%	73.7%	78.1%
Manager support	80.5%	71.5%	77.8%
Workload	77.8%	61.2%	63.5%
Learning and development	77.5%	67.5%	69.7%

End of table



Public sector values

What this is

This is a set of 7 values that form the basis for the professional and ethical conduct of everyone who works in the public sector.

Why is this important

There's a strong link between workplace culture and how staff perceive their organisation lives the public sector values.

How to read this

Each label represents a group of questions in the survey about public sector values.

Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Results 2026

Your results over time

Responses for	You in 2024	You in 2025	You in 2026
Human rights (Data not comparable to previous years)	No data	No data	88.9%
Responsiveness	85.9%	No data	87.8%
Respect	72.9%	65.1%	81.3%
Integrity (Data not comparable to previous years)	No data	No data	77.0%
Accountability (Data not comparable to previous years)	No data	No data	76.8%
Impartiality (Data not comparable to previous years)	No data	No data	76.8%



Responses for	You in 2024	You in 2025	You in 2026
Leadership (Data not comparable to previous years)	No data	No data	63.5%

End of table

Comparator and public sector results

Responses for	You in 2026	Comparator average in 2026	Public sector average in 2026
Human rights	88.9%	80.9%	87.2%
Responsiveness	87.8%	81.4%	87.3%
Respect	81.3%	70.0%	77.1%
Integrity	77.0%	65.0%	72.8%
Accountability	76.8%	65.3%	71.2%
Impartiality	76.8%	69.8%	77.6%
Leadership	63.5%	46.5%	57.8%

End of table



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Perpetrators of negative behaviours

Contents

Results included in this section:

- Perpetrators of bullying
- Perpetrators of discrimination
- Perpetrators of sexual harassment
- Perpetrators of violence or aggression

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why is this important

Understanding where bullying happens means organisations can work out what action to take.

How to read this

In the survey, we asked staff to tell us if they'd experienced bullying at work.

If they did, they could tell us with one or more answers who the perpetrator was.

In descending order, the table shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Results 2026

Have you experienced bullying at work in the last 12 months?

Responses for	Percentage	Number of staff
Experienced bullying	30%	118
Did not experience bullying	71%	282

End of table

Who perpetrated the bullying?

Responses for	You in 2026
A colleague	50%
A client, customer, patient or stakeholder	32%
A manager or supervisor	31%

Responses for	You in 2026
A member of the public	12%
A group of colleagues	9%
An executive, senior leader or the head of your organisation	9%
Other	5%
A direct report	2%
A volunteer within my organisation	1%

End of table

What was your relationship with these colleagues?

Responses for	You in 2026
They were in my team	67%
They were my direct line manager or supervisor	29%
They were outside my team	22%
They were someone I supervise or manage	3%

End of table



Perpetrators of discrimination

What this is

This is who staff have said are responsible for discrimination.

Why is this important

Understanding where discrimination happens means organisations can work out what action to take.

How to read this

In the survey, we asked staff to tell us if they'd experienced discrimination.

If they did, they could tell us with one or more answers who the perpetrator was.

In descending order, the table shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Results 2026

Have you experienced discrimination at work in the last 12 months?

Responses for	Percentage	Number of staff
Experienced discrimination	10%	40
Did not experience discrimination	90%	360

End of table

Who perpetrated the discrimination?

Responses for	You in 2026
A manager or supervisor	65%
A colleague	25%
An executive, senior leader or the head of your organisation	18%



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Responses for	You in 2026
A client, customer, patient, or stakeholder	5%
A direct report	5%
A group of colleagues	5%
Other	5%
A member of the public	0%
A volunteer within my organisation	0%

End of table

What was your relationship with these colleagues?

Responses for	You in 2026
They were in my team	47%
They were my direct line manager or supervisor	44%
They were outside my team	17%
They were someone I supervise or manage	0%

End of table



Perpetrators of sexual harassment

What this is

This is who staff have said are responsible for sexual harassment.

Why is this important

Understanding where harassment happens means organisations can work out what action to take.

How to read this

In the survey, we asked staff to tell us if they'd experienced sexual harassment at work.

If they did, they could tell us with one or more answers who the perpetrator was.

In descending order, the table lists the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Results 2026

Have you experienced sexual harassment at work in the last 12 months?

Responses for	Percentage	Number of staff
Experienced sexual harassment	3%	11
Did not experience sexual harassment	97%	389

End of table

Who perpetrated the sexual harassment?

Responses for	You in 2026
A client, customer, patient or stakeholder	55%
A colleague	36%
A member of the public	9%



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Responses for You in 2026	
A direct report	0%
A group of colleagues	0%
A manager or supervisor	0%
A volunteer within my organisation	0%
An executive, senior leader or the head of your organisation	0%
Other	0%

End of table



Perpetrators of violence or aggression

What this is

This is who staff have said are responsible for violence or aggression.

Why is this important

Understanding this means organisations can plan how to support and protect staff.

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression.

If they did, they could tell us with one or more answers who the perpetrator was.

In descending order, the table shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Results 2026

Have you experienced violence or aggression at work in the last 12 months?

Responses for	Percentage	Number of staff
Experienced violence or aggression	30%	118
Did not experience violence or aggression	71%	282

End of table

Who perpetrated the violence or aggression?

Responses for	You in 2026
A client, customer, patient, or stakeholder	85%
A member of the public	16%
A colleague	12%



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Responses for	You in 2026
A manager or supervisor	6%
A direct report	2%
Other	1%
A group of colleagues	0%
A volunteer within my organisation	0%
An executive, senior leader or the head of your organisation	0%

End of table

What was your relationship with these colleagues?

Responses for	You in 2026
They were in my team	55%
They were someone I supervise or manage	30%
They were outside my team	20%
They were my direct line manager or supervisor	10%

End of table



Key differences

Contents

Results included in this section:

- Highest scoring
- Lowest scoring
- Most improved
- Most declined
- Biggest positive difference from comparator
- Biggest negative difference from comparator

Highest scoring questions

What this is

These are the questions your organisation had the highest agreement with in 2026.

How to read this

In descending order, you can see which questions had the highest agreement in 2026.

In this report, 'Agree' combines responses for agree and strongly agree.

Results 2026

Highest scoring questions in 2026

Responses for	Level of agreement
I can work well with people in other teams	97%
I understand my Code of Conduct obligations as a public sector employee	95%
I can use my skills and knowledge in my job	94%
I understand how my job helps my workplace reach its goals	93%
I achieve something important through my work	92%
I understand my human rights obligations as a public sector employee	91%
I have the authority to do my job well	90%
If I had to declare a conflict of interest, I would know what to do	89%
My team provides good advice and services	88%
The people I work with respect human rights in the way they work and treat others	87%

End of table



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Lowest scoring questions

What this is

These are the questions your organisation had the lowest agreement with in 2026.

How to read this

In descending order, you can see which questions had the lowest agreement in 2026.

In this report, 'Agree' combines responses for agree and strongly agree.

Results 2026

Lowest scoring questions in 2026

Responses for	Level of agreement
My workplace has used results from the last survey to improve	39%
Senior leaders (for example, roles like the CEO, executives or directors) help prevent stress in my workplace	52%
The plans and direction set by senior leaders (for example, roles like the CEO, executives or directors) are clear to me	58%
Senior leaders (for example, roles like the CEO, executives or directors) view the mental health of staff as just as important as getting work done	59%
Senior leaders (for example, roles like the CEO, executives or directors) are honest and do the right thing	59%
My workplace has strong procedures in place to support people who feel stressed	59%
My workplace promotes people fairly	63%
Senior leaders (for example, roles like the CEO, executives or directors) act in line with the values of my workplace	64%
At work, there is good communication about psychological safety issues that affect me	67%
My workplace puts a stop to unacceptable behaviour	68%



Responses for	Level of agreement
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End of table

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

In descending order, you can see which questions had the biggest improvement in agreement in 2026, compared to 2025.

In this report, 'Agree' combines responses for agree and strongly agree.

Results 2026

Most improved from 2025

Responses for	Level of improvement
My workplace acts to stop bullying, harassment and discrimination	+24
My workplace hires people fairly	+21
My workplace promotes people fairly	+18
I feel safe to call out unacceptable behaviour	+18
My direct line manager lets me work flexibly if I need to	+15
I can be myself at work	+13
I feel culturally safe at work	+12
My direct line manager treats people with respect	+9

End of table

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

In descending order, you can see which questions had the biggest decrease in agreement in 2026, compared to 2025.

In this report, 'Agree' combines responses for agree and strongly agree.

Results 2026

Most declined from 2025

There are no questions with a negative difference from 2025.

Biggest positive difference from comparator

What this is

This is where your staff have agreed more to a question compared to staff at similar organisations in 2026.

How to read this

In descending order, you can see how much greater the percentage of staff in your organisation agreed with a question, compared to your comparator.

In this report, 'Agree' combines responses for agree and strongly agree.

Results 2026

Biggest positive difference from comparator

Responses for	Positive difference from the comparator average in 2026
Senior leaders (for example, roles like the CEO, executives or directors) help prevent stress in my workplace	+20
Senior leaders (for example, roles like the CEO, executives or directors) view the mental health of staff as just as important as getting work done	+18
The plans and direction set by senior leaders (for example, roles like the CEO, executives or directors) are clear to me	+17
Senior leaders (for example, roles like the CEO, executives or directors) act in line with the values of my workplace	+17
Senior leaders (for example, roles like the CEO, executives or directors) are honest and do the right thing	+17
The amount of stress in my job is manageable	+17
My workload is reasonable for my job	+17
My workplace acts to stop bullying, harassment and discrimination	+16
I feel a strong connection to my workplace	+15



Responses for	Positive difference from the comparator average in 2026
My workplace puts a stop to unacceptable behaviour	+14

End of table

Biggest negative difference from comparator

What this is

This is where less of your staff have agreed to a question compared to staff at similar organisations in 2026.

How to read this

In descending order, you can see how much less the percentage of staff in your organisation agreed with a question, compared to your comparator.

In this report, 'Agree' combines responses for agree and strongly agree.

Results 2026

Biggest negative difference from comparator

There are no questions with a negative difference from your comparator.

End of report

For more information about the survey, read: [People matter survey](#)



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