



CASE STUDY — SYSTEMS THINKING

SAMANTHA MORGAN · SYSTEMS THINKING & COMPLEX BARRIERS

ID Inclusion

Why “Complex” Is Usually a Systems Problem, Not a People Problem

Services often label the people they struggle to support as “complex.” Samantha's Against Complex Barriers (ACB) Framework reframes that complexity as a signal of where systems and services are failing to work together.

2025

framework developed — Morgan, 2025

Cambridge

studied at postgraduate level

Multi-sector

applied across education, housing & justice

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shared language for teams working the same case

THE PATTERN

People facing overlapping disadvantage — disability, poverty, addiction, housing insecurity, undiagnosed neurodivergence — are frequently labelled “complex” by the services meant to support them, when the real issue is that those services aren't built to see the whole picture.

THE FRAMEWORK

Drawing on lived experience across these overlapping systems, frontline case-management practice and psychological training — including goodness of fit, where difficulty reflects a mismatch between person and environment, not a personal deficit — Samantha built the ACB Framework: identifying institutional gaps, not individual deficits, as the real source of complexity.

THE REACH

The framework will be studied at postgraduate level at the University of Cambridge, and underpins Samantha's wider consultancy, training and case-management work across education, housing and criminal justice settings — and has been used in her social justice work to create policy and practice changes across sectors.

SELECTED IMPACT

- ✓ Original framework developed and named (Morgan, 2025)
- ✓ Studied at postgraduate level at the University of Cambridge
- ✓ Grounded in goodness-of-fit thinking: gaps in the system, not the person
- ✓ Gives multi-agency teams a shared language for systemic gaps

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