Ben Couch.

LEARNING & DEVELOPMENT · WORKFORCE STRATEGY · LEADERSHIP DEVELOPMENT

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SUMMARY

Twenty-four years directing national training and workforce development for a multi-site service organization of more than 6,000 associates across twenty-three states. Built the enterprise learning infrastructure from nothing, designed the curricula and wrote the content, and created the onboarding, recognition, and leadership-retention programs that ran across it. Led training through acquisition integration and through the operational disruption of COVID.

AREAS OF EXPERTISE

Workforce strategy and retention program design, learning management system (LMS) implementation, onboarding and orientation systems, executive director and leadership development, curriculum design and training transfer, train-the-trainer program design, multi-state program delivery, regulatory and compliance training, and frontline injury prevention.

EXPERIENCE

Ben Couch Advisory (formerly elumenEd) — 2025 to present

Founder

Built independent ventures in adult education and workforce performance.

- Designed the Inscape Method, a dementia training curriculum of five sections covering purpose and meaning, behavior as communication, family as part of the care circle, caregiver resilience, and hands-on safe transfer mechanics, and built Imprint Educators as its train-the-trainer program for directors who deliver training on site without an education background.
- Joined a continuing-education business as an equal partner, and wrote and delivered several of its CEU courses for Arizona assisted living and memory care administrators, online and in person.
- Developed a proprietary caregiver injury-prevention methodology for direct care staff, drawn from body mechanics learned over forty years of martial arts practice and teaching.
- Wrote and published a weekly dementia education newsletter for family caregivers, 100 editions, more than 20,000 subscribers at peak, and a 45 percent open rate.

Watermark Retirement Communities (formerly Fountains Management Services) — 2001 to 2025

Director of Training

80+ communities · 23 states · 6,000+ associates · Frontline to C-suite

Directed national training and education across a multi-site portfolio of residential care and hospitality communities.

EXECUTIVE DIRECTOR ONBOARDING

- Created and led a four-week onboarding program for incoming Executive Directors, built for retention rather than first-week orientation and revised across several rounds of participant feedback.
- Replaced an in-person program that flew every new ED to Tucson and could run only twice a year. The virtual version built during COVID proved effective enough to become the company's standard ED onboarding afterward.
- Structured the new program around relationships with the corporate office, with each system introduced by the national director who owned it, so a new ED finished knowing the people behind every function they would rely on. Content covered the mission and culture in depth, a full review of the company's internal operating platform, the training and recognition programs, and the community version of the orientation program.

CURRICULUM AND INSTRUCTIONAL DESIGN

- Created skill sets defining the training requirements for every position in the company.
- Designed the curricula module by module with subject matter experts, defining what each position had to learn and in what order.
- Customized curricula to the requirements of individual states and to each level of care.

- Wrote and produced the content itself, authoring the company's entire in-house training library of manuals and web-based coursework.

LEARNING MANAGEMENT SYSTEM

- Implemented the Learning Center, the company's enterprise learning management system, and taught every community how to use it.
- Shaped the platform's user experience, interface, and data reporting structure, working directly with the developer on usability and continuous feature updates.
- Integrated Relias online modules into the in-house platform to meet national inservice requirements.
- Provided all customer and technical support for the platform across the portfolio.

TRAINER DEVELOPMENT AND FIELD SUPPORT

- Taught train-the-trainer instruction by video conference to every director in the company, giving the department directors who deliver training on site an actual instructional method to work from.
- Delivered training across the portfolio both on site and by video conference.
- Worked with individual communities to troubleshoot weak points and raise training compliance.
- Led training integration through acquisition growth, standardizing onboarding and development across newly added communities.

ONBOARDING AND RECOGNITION PROGRAMS

- Created the company-wide orientation program, grounded in mission and service and required of every associate. Designed and personally ran a second version for corporate hires.
- Built an acknowledgment program with the Innovation team and the CEO that collected stories from associates and residents reinforcing the mission and service standards, broadcast them on the in-house television system and the company intranet, and fed a monthly prize drawing held by the CEO.
- Designed and implemented the Partner Program, a three-tier recognition program for hourly associates carrying perks and growth opportunities at each tier.
- Owned the orientation program and both recognition programs continuously, including tracking, community communication, internal marketing, and iteration based on associate feedback.

University of Arizona 1998 to 2002
Instructor, English Composition

Taught college composition and literature.

EDUCATION

Doctoral work in English, University of Arizona, 2001 to 2002

Master of Arts, English, University of Arizona, 2001

Bachelor of Arts, English, Utica College of Syracuse University, 1998

PUBLICATIONS

Creating Purposeful Engagement. With Kelly Ording, 2024. A practical guide for families and caregivers engaging a loved one living with dementia.

"The No-Man's-Land of 'A New England Nun.'" *Studies in Short Fiction* 35.2 (1998): 187-198. Peer reviewed.

PROFESSIONAL AFFILIATIONS

Board Member, Southern Arizona Placement and Referral Alliance (SoAPRA), 2026.