

Elbow

OSHA
+
FIRST AID
COMPLIANT

Self-Management Guide
SERIES 101

20
23

How To Use This Guide

Questions to Consider:

- 1) Did you fall on your hand or wrist or directly on your elbow? If yes,**
 - a. Is your hand/wrist moderately to severely swollen?
 - b. Do you see a bump on your forearm or does the wrist look crooked?
 - c. Is it painful when you push on the bones of the elbow, forearm or wrist?

If you answered yes to 2 out of 3 of these questions, OSSPT recommends making an appointment to see your doctor or go to urgent care before doing any exercises or stretches.

- 2 Is the elbow joint swollen, red and very tender to the touch?**

If yes, please see your doctor or go to urgent care before doing any exercises or stretches.

- 3 Do you see or feel a mass on your elbow that is rapidly getting larger?**

If yes, please see your doctor or go to urgent care before doing any exercises or stretches.

The following pages provide a check-list of stretching, massage and additional treatment/exercise techniques that you can do at home to ease and/or prevent Elbow pain. These suggestions do not replace medical evaluation nor do they assume product endorsements. Please consult your physician as needed.

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Elbow Pain: **Any Type**

P.O.L.I.C.E.



In the first 24-48 hours following an elbow injury, these tips will help decrease any type of pain. More information on each of these techniques is provided in later sections of this guide.

Protect

- If at all possible, avoid aggravating activities. Now is the time to work smarter-not harder.
- If you feel a “block” or “stop” when moving your elbow, wrist or hand a certain way, then avoid that movement.
- When possible, shifting work activities or movements that cause pain to the other hand is a good idea.
- Consider decreasing sports such as tennis, pickleball or golf that might be making pain worse.

Optimal Loading

- Moving in ways that don't cause pain is the key to keeping muscles and joints loose.
- Low intensity movements such as pain-free range of motion exercises need to be done throughout the first few days.

Ice

- Ice your elbow 15-20 minutes every 3-4 hours to help decrease pain. Let the skin temperature come back to normal before icing again.

Compression

- Compression helps to decrease swelling and reduce pain.
- An ace bandage or compression sleeve can all help in the first few days following injury

Elevation

- Elbows can benefit from elevation to reduce swelling.
- Prop your arm up in such a way that the elbow is above the level of your heart and relax for 15-20 minutes.

Be Smart!

- If you have severe pain, swelling or tenderness at the elbow joint or if you see a deformity at the elbow joint or forearm, please seek medical attention at an urgent care within 24 hours.
- If pain does not decrease or symptoms worsen after 24-48 hours, please contact your doctor.

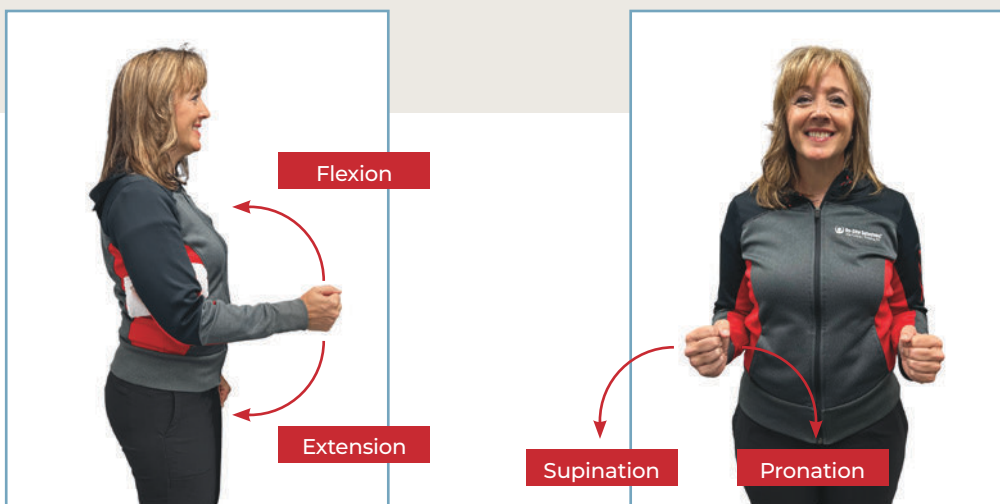
SECTION ONE

Activation & Mobilization Exercises

Pain-Free Range of Motion Exercises:

Range of motion exercises help joints maintain their flexibility while lubricating and nourishing them. Several times per day move the elbow as shown below, but **ONLY** in the range of motion that feels good – ***if what you are doing hurts, back off!***

- Start with slow small movements, gradually increasing the size and speed of the motion.
- Try moving smoothly between the different positions shown in the photos for up to a minute at a time.
- Pops and cracks are okay as long as they aren't painful.



Activation and Warm-Up Exercises:

Activation Exercises increase circulation and help decrease muscle tightness. They warm up the muscles so that they can move better. These are great exercises to when starting work, warming up for sports or whenever you take a break.

Elbow Activation:

Bend and straighten your elbows rapidly for 20-30 seconds while holding upper arms at your side, then bend and straighten them with arms at shoulder height.



HELPFUL TIP:

Elbows also benefit from activations that work the joints above them - the shoulders - as well as the joints below them - the wrists.

Shoulder Activation:

One of the most important things that you can do to help with elbow issues is to keep the muscles of your shoulder, upper back and chest loose.

Why? Major blood vessels and nerves pass through the shoulder area on their way down to the wrists and hands. Often when we are busy doing tasks that involve gripping, holding or typing, we hold the muscles around the shoulders tight in order to provide stability to the arms and hands. This tightness decreases circulation and compresses nerves and increases pain, numbness, tingling and muscular fatigue.

Shoulder activators are exercises are the opposite of stretches. The goal is to move the muscles and increase circulation. Any activity that gets the shoulders to move is good...think shoulder circles, shoulder shrugs, doing the backstroke or front crawl for 10-30 seconds. Or mobilize with the OSSPT favorite - the MC Hammer.



MC Hammer

- Rapidly shrug one shoulder up while keeping the other shoulder down
- Repeat 8-10 times

Wrist Activation:

Moving your wrists regularly throughout the day helps to increase blood flow to the forearms and decrease tightness in the muscles that attach to the elbow.

Wrist rolls are an example of a wrist activation exercise that you can do throughout the day:



UPPER EXTREMITY DYNAMIC WARM-UP:

If your job demands a lot from your arms, or if you do a lot of gripping, play racket sports or golf, then try this upper extremity dynamic warm-up to help keep your elbows in tip-top shape.

Scan the QR code, or click on the link to view the video:
vimeo.com/325876868



SECTION TWO

Stretches

Activities that work the shoulders, arms, wrists and hands – especially those that require repetitive movements, strong gripping or holding awkward positions – can have a shortening and tightening effect on the muscles that attach to the elbow.

Stretching helps keep the muscles loose and lessens the compression on nerves and blood vessels that can cause pain, fatigue, tingling or numbness.

HELPFUL TIP:

- Keep your neck and shoulders relaxed while stretching.
- ***Stretches should not be painful!*** If you are feeling pain, tingling or numbness in the arm, back off.
- Stretches can be done throughout the day.
- Hold stretch for 20-60 seconds

Cross Body Stretch:

Instructions:

- Bring arm to shoulder height
- Bend elbow, aiming fingertips toward your shoulders
- Use other hand to pull elbow across the body, hold



Wrist Flexor & Extensor Stretch:

Instructions:

- Keep elbow straight
- Wrist Flexor Stretch: Point fingers *up* and gently pull on *palm/fingers* of hand. Stretch will be felt on the underside of the arm, hold.
- Wrist Extensor Stretch: Point fingers *down* and gently pull on *back* of hand. Stretch will be felt on the top of the forearm and in the wrist, hold.



Wrist Flexor & Extensor Stretch on Table:

Instructions:

- Stand with hands resting on a table (or other surface) in front of you
- Wrist Flexor Stretch: *Palms* facing down and fingers pointing *away*
- Wrist Extensor Stretch: *Backs of hand* facing down and fingers pointed *towards you*
- Keeping elbows straight, slowly move your body over your hands until a stretch is felt in your wrists/forearms, hold



Biceps Stretch:

Instructions:

- Begin by standing facing a wall
- Raise your arm to shoulder height and place your hand on the wall, keeping elbow straight
- Turn hand so that fingers are pointing backwards
- Slowly rotate your shoulders away from the wall until you feel a stretch in the upper arm, hold

TIP: If you start to feel tingling in your hand or fingers, move back towards the starting position until tingling stops, then hold



Triceps Stretch:

Instructions:

- Lift one arm straight overhead
- Bend your elbow as far as possible behind your head
- With your other hand, apply gentle pressure until you feel a stretch in the back of your arm, hold



Best Overall Upper Extremity Stretch:

Instructions:

- Stand tall
- Bring arms to side and slightly behind body
- Pull fingers back and lift chin up, hold



SECTION THREE

Exercises

Posture Exercise:

Poor posture can be the cause of – or can add to – elbow pain.

Many of us have poor posture with a forward head and rounded shoulders like in the photo on the left. This posture places increased stress on the muscles, ligaments, and joints of the spine, shoulders and arms. It limits how much our shoulders can move and that ends up putting more load on the elbow joints.

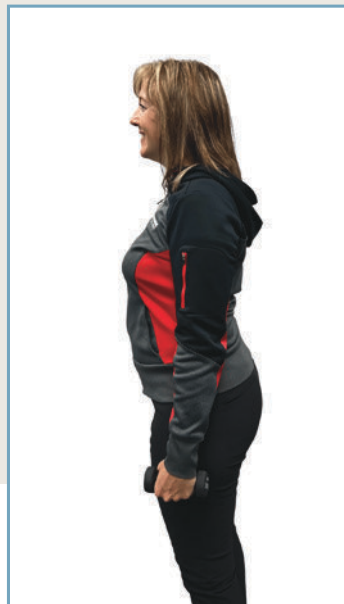
This posture can also compress nerves that run from our spinal cord down the arms to the hands. Nerves do not like to be squashed and the result can be pain, a feeling of weakness, numbness or tingling. The photo on the right shows what great posture looks like.

Poor Posture



Head jutting forward, shoulders rounded, chest muscles tight.

Great Posture



Ears are in line with the shoulders, which are in line with the hips and the ankle bones.

Shoulder Blade Squeeze:

- Begin in a standing upright position with your elbows tucked at your sides, bent to a 90° angle.
- Slowly rotate your forearms out to your sides, as you squeeze your shoulder blades down and together. Hold briefly, then return to the starting position and repeat.
- Try to do 8-10 squeezes, 1-3 times per day.
- Make sure to keep your best posture and do not shrug your shoulders up during the exercise.



A great exercise to help improve your posture.

Isometric Exercises:

Isometric exercises work muscles against resistance without moving them. They are good for strengthening and pain reduction.

Hold each position for 5-8 seconds, 3-5 repetitions, 3-5 times per day.

**Isometric Wrist Extension**

- Hold one hand, palm facing down
- Put your other hand on top of it
- Try to raise the lower hand, but don't allow it to move

**Isometric Wrist Flexion**

- Follow the same steps as above, but with your palm facing up

**Elbow Flexion**

- Begin by sitting with one elbow bent at 90°, hand in a fist, and your other hand on top of your hand or forearm.
- Try to bend your elbow upward, while resisting with your other hand so that your arm does not move.
- Relax, and repeat.

NOTE: There should be little to no movement during this exercise.

**Elbow Extension**

- Begin by sitting with one elbow bent at 90°, hand in a fist, and your other hand flat underneath your hand.
- Try to push your elbow downward, while resisting with your other hand so that your arm does not move.
- Relax, and repeat.

NOTE: There should be little to no movement during this exercise.

Strengthening Exercises:

These exercises can be helpful for pain caused by repetitive movements or forceful gripping activities. Most people will feel soreness on one side of the elbow or the other. Choose the exercise that fits the area giving you the most trouble.

These exercises should be done with light weights. Starting with a 1–2 pound dumbbell (or 16 oz water bottle) is usually a good place to start. ***Using heavier weights will NOT help.***

HELPFUL TIPS:

- The ‘lowering’ part of these exercises is the most important – make sure that you are lowering the weight for at least twice as long as you are curling the weight up!
- It is okay to feel moderate discomfort with this exercise. A ‘3-4’ out of 10 on the pain scale is okay, but if this is causing pain higher than that, use a lighter weight, or even no weight at all.
- You need to do a lot of these! Aim to work up to doing 2 sets of 20 repetitions without discomfort before going up in weight. When you start, you might only be able to do 1 set of 8 repetitions. That is okay. Just work your way up over time.

Grip Strengthening Exercise:



Squeeze a ball or balled-up socks to strengthen your forearm muscles.

- Grasp the tennis ball or sock in the hand of your affected arm.
- Squeeze the ball and hold the squeeze for 6 seconds.
- Then release the squeeze and relax your hand for 10 seconds.
- Do 8-12 repetitions, 2-4 times daily.

Wrist Curls with Light Weights:



Wrist Flexion:

Helpful for pain on or around the inside bump of the elbow or underside of forearm.

- Begin sitting in an upright position with sore arm resting on a table or your leg, holding a weight with your hand hanging off the edge.
- Palm should be facing the ceiling.
- Curl your wrist up, then slowly lower it back down smoothly and with control.
- Make sure not to rotate your wrist. If needed, you can use your hand to help with the lifting part of the exercise.



Wrist Extension:

Helpful for pain on or around the outside bump of the elbow or top of forearm.

- Begin sitting in an upright position with sore arm resting on a table or your leg, holding a weight with your hand hanging off the edge.
- Palm should be facing the floor.
- Curl your wrist up, then slowly lower it back down smoothly and with control.
- Make sure not to rotate your wrist. If needed, you can use your hand to help with the lifting part of the exercise.

SECTION FOUR

Nerve Glides

Median, Ulnar, and Radial Nerve (see map):

If you have numbness or tingling that radiates down your arm through the elbow and affects your hands, nerve glides can help reduce these symptoms.

NOTE: Nerve gliding is not stretching. Nerves do not like to be stretched!

- First, look at the chart below to figure out which nerve is causing your symptoms.
- When you have decided which nerve is bothering you the most, go to the nerve glides for that specific area.
- Think of 'flossing' the nerve – keep moving gently and slowly through the different positions.
- Do not hold one position for more than a second.
- If your symptoms feel stronger when gliding, back off on the intensity and/or range of motion.
- Symptoms in more than one area? It is okay to do nerve glides for more than one nerve.



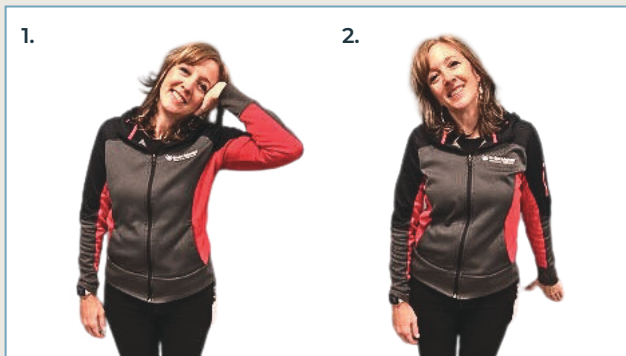
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Standing Median Nerve Glide:



- Curl one arm toward the top of your shoulder bending your arm and wrist
- Slowly straighten your elbow out to the side of your body
- When elbow is straight, extend your wrist and open your fingers so they are pointed towards the floor
- Move between these two positions in a smooth and controlled manner

Standing Ulnar Nerve Glide:



- Bend one arm upward at the elbow with your palm toward the side of your head, head tilted toward that same shoulder
- Straighten your arm down toward your side and tilt your head toward the opposite shoulder
- Repeat in a slow and controlled manner

Standing Radial Nerve Glide:



- Bend your elbow and wrist so that your arm is in front of your chest and fingers point towards the floor
- Slowly straighten your elbow and move your arm out to the side of your body. Keep your wrist bent during this motion
- Slowly return to the starting position and repeat in a controlled manner

SECTION FIVE

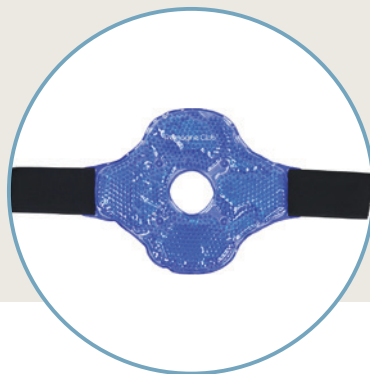
Symptom Management

Treating with Ice:

General Guidelines:

- Ice is a way to decrease pain and swelling.
- Use it for the FIRST 24-48 hours following an injury.
- Apply ice, or a cold pack, to the affected area for 15-20 minutes per hour for several hours.

Ice packs can be simple bags of ice cubes from your freezer (make sure you place a thin towel or piece of material between your skin and the ice bag) or more specialized packs that wrap around the elbow). Choose a specialized pack if you frequently experience pain. Amazon has many options made specifically for elbows.



Here are some different techniques to try:

Ice Massage:

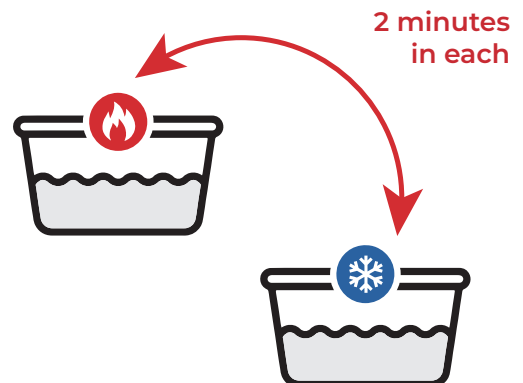


This is a great technique to deal with throbbing distracting pain. Rub an ice cube directly on the skin over the painful area for 1-5 minutes or until area is numb. Keep the ice cube moving.

TIP: If you like the feel of this massage, you can purchase a special cup (Google search “ice massage cup”) or try filling a small paper cup 2/3 of the way with water and freeze it. When you are ready to do your massage just tear the top of the paper cup off, leaving yourself a strip of cup to use as a handle to massage your elbow.

Contrast Bathing:

This is a technique where you alternate placing your forearm and elbow in a bucket of cold water for 2 minutes then into very warm water (**not hot**) for 2 minutes, then back into cold water. Repeat this pattern for approximately 15-20 minutes. Once per day is plenty.



Treating with Heat:

Heat is good for decreasing joint stiffness and pain. Choose heat **AFTER** the first 24-48 hours following injury. It relaxes muscles and increases circulation to improve healing and makes stretching & massage more effective.

Heating pads can be specific for the elbow, or simple like a rice bag or generic heating pad. Apply heating pad to area of stiffness or pain for 15-20 minutes per hour as needed.

Massage:

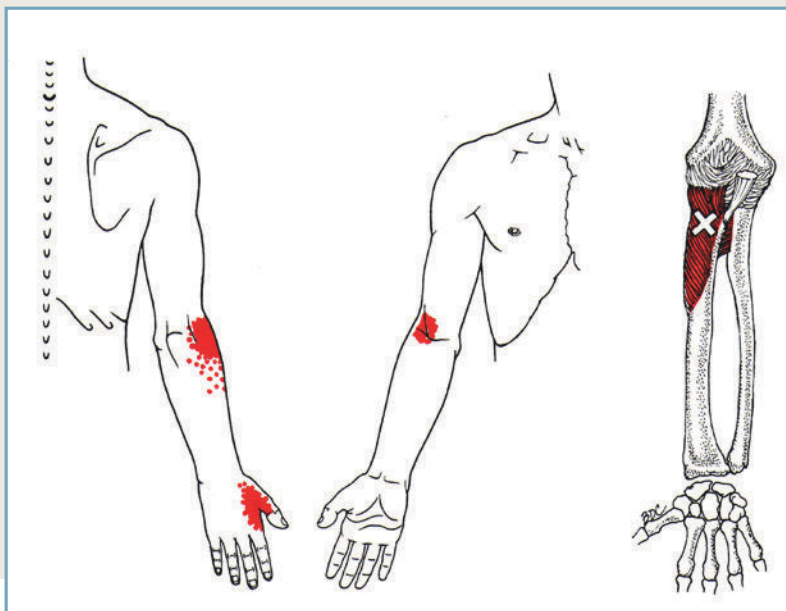
Trigger Point Release

Often elbow pain is either caused by, or made worse by, trigger points (knots) in the muscles of the shoulders, upper arm, forearm, or hand. These trigger points don't just cause pain where they are, they can send pain to different areas of the wrist and hand.

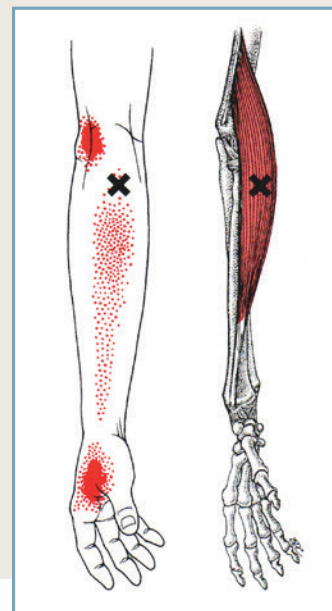
It is important to work on loosening and desensitizing these knots to make exercise and stretching more effective.

Take a few minutes to check your shoulders, arms and hands for sore spots, trigger points or muscle knots. Use the diagrams below to help you find areas that typically refer pain to the hand or wrist. The white or black dot or 'X' marks the spot to start looking for tender spots.

Supinator



Brachioradialis



Images courtesy of: <http://www.triggerpoints.net>

Work on these points using your fingers, a ball or another tool for 10 seconds, 2 minutes per sore spot, several times a day. If using a ball, try rolling up and down, side to side or compress a sore spot for 20-30 seconds.

Remember, less is more!

If you overwork the sore spots, they can get more irritated.

SECTION SIX

Elbow Care at Work and Home

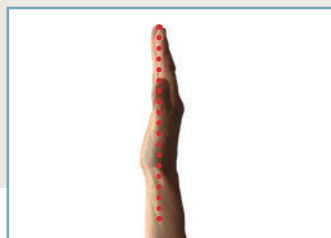
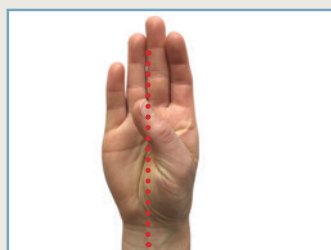
How do the wrists and elbows work together?

Let's think about how your hand and lower arm work. Most of the muscles that control movement in your fingers, hands, and wrists are found in the forearm, and these muscles attach to the bones that make up your elbow joint. When these muscles are overworked by doing the same motion over and over again and/or are held in awkward positions, the tendons that connect the muscles to the bones get strained or irritated and pain is felt in the elbow area.

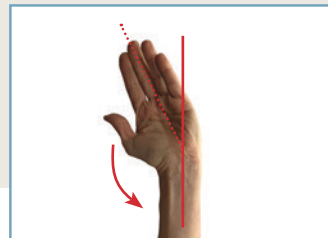
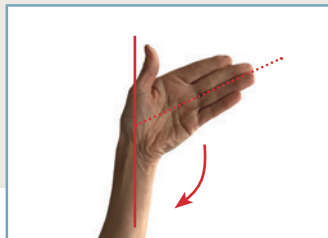
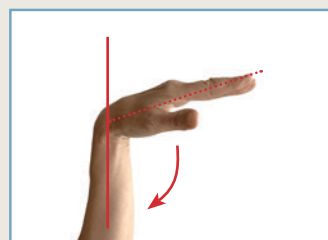
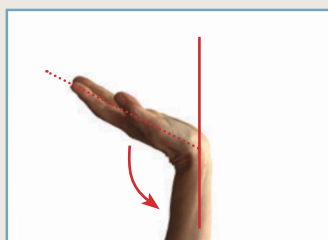
Wrist Positions:

What is the best position for the wrist? 'Neutral wrist' means your wrist is straight, and not bent up, down, or to either side. This is important at work and with leisure activities.

Neutral Posture



Awkward Postures



Questions/Solutions:

1. Do you do the same movements with your hands/wrists over and over again, at work or home?

PROBLEM: Doing the same motions over and over irritates tendons and joints. This can cause pain, swelling, numbness or tingling.

FIRST STEP: Notice which of your daily activities increase your elbow pain – using a computer? Machining a part? Gardening? Playing sports?

SOLUTIONS:

- **Take a break.** Try 10-20 second 'micro-breaks' through out the day to change the load on sore muscles.
- **Mix it up!** If one exercise or activity causes you persistent pain, try something else.
- **Work smarter not harder.** Upgrade your equipment or try a powered tool.
- **Share the load.** Switch aggravating tasks to non-dominant hand or arm.
- **Change your technique.** Ask co-workers for tips or take a lesson for sports activities.

HELPFUL TIP: If your hobbies are causing pain, click on the link and search for 'home and hobbies': ehs.unc.edu/workplace-safety/ergonomics/outside/

2. Are your WRISTS often bent during the day or night?

PROBLEM: Keeping wrists in a bent position puts and puts tension on the forearm muscles. This creates pressure on nerves that go to the hand/fingers, decreases blood flow and irritates the joint.

FIRST STEP: Notice if you bend your wrists a lot at work, home, sports or when you sleep.

SOLUTIONS:

- **Stay neutral!** Keep your wrist in a straight position whenever possible.
- **Set up for success.** You might need to change your workstation set up or get different equipment, such as an ergonomic mouse, to keep your wrist neutral.
- **Sleep matters.** Sleeping with hands/wrists curled up can make elbow pain worse. Try wearing a wrist wrap or making your own 'splint' at home using a towel and ace wrap.



Click this link to find out how: youtu.be/859UF0ivH0s

3. Are your ELBOWS often bent during the day or night? Do you lean on your elbows a lot?

PROBLEM: Keeping elbows in an overly bent position, or leaning on them for long periods of time, creates pressure on nerves that go to the hand/fingers, decreases blood flow and irritates the joint. Leaning on the elbows can also irritate the elbow bursa – little ‘cushioning’ sacs near the bones of the elbow – causing swelling and tenderness (bursitis)

FIRST STEP: Notice if you bend your elbows or lean on them a lot at work, home, during leisure activities, or when you sleep.

SOLUTIONS:

- **Don’t stress:** Limit the amount of pressure you put on your elbow. Resist the urge to lean your elbows on your desk, table, or countertops. Limit the amount of bending. Many people bend their elbows to hold their phones up – use a phone stand or headset instead.
- **Set up for success.** You might need to change your workstation set up or get different equipment – such as an ergonomic mouse – to avoid leaning on your elbows.
- **Share the load:** You can use your other arm to do certain tasks, like carrying a bag or walking your dog. If you must use your sore elbow, make it a point to rest afterward.
- **Sleep matters.** Sleeping with elbows bent or excessively straight during sleep can make elbow pain worse. Try wearing an elbow wrap or making your own ‘splint’ at home using a towel and ace wrap.



Click this link
to find out how:
youtu.be/859UF0ivH0s

You should also avoid sleeping on your side, as that can also put unnecessary stress on your sore elbow.

4. Do you have to do a lot of gripping or holding objects tightly?

PROBLEM: The forearm muscles are impacted by forceful gripping. Doing too much gripping or gripping things causes strain on muscles and irritation to the elbow joint.

FIRST STEP: Notice when you are over gripping. If you use a phone, steering wheels, tools, sports equipment, such as tennis racquets or pickleball paddles, craft tools etc. make sure that you are not gripping too tightly.

SOLUTIONS:

- **Loosen up.** Try using a looser grip and change your grip often. Don’t hold objects in the same way for long periods of time.
- **Power up.** Use ergonomic or power tools to decrease need to grip tightly, such as electric can openers or jar opening tools. Add friction by using a gripping cloth or wrapping alligator tape around your fingertips or gloves. This decreases the need to grip tightly with your fingers.
- **Get a better grip.** Using a tool or piece of sports equipment with a handle that is too big or too small for your hand puts strain on the muscles of the hand and can increase the force needed to do the task. To figure out the ‘recommended’ grip size for you, measure the distance from the bottom lengthwise crease in the palm to the tip of the ring finger with a ruler. This measurement will give you a starting point.

SECTION SEVEN

Products and Links

Braces and Supports:

Wearing a splint/brace or wrist wrap/support/sleeve can help decrease pain in elbows.

Body Part	Type of Brace	Level of Support	Benefits	Recommended Use
Wrist	Support/Wrap Example: Ergodyne Wrist Wrap Example: Brace Lab Push Care Wrist Brace	Moderate	Provides reminder to keep wrist from bending too much but makes daily activity easier than a splint	Wear as needed during the day Make sure it is not too tight!
Wrist/ Elbow	Compression Sleeve Example: Nordic Lifting Elbow Compression Sleeve Example: TOFLY Wrist and Thumb Support Sleeve Example: Incrediwear Elbow Sleeve Example: Incrediwear Wrist Sleeve	Low to Moderate	Improves blood flow, decreases swelling, keeps joint warm, decreases pain	Wear as needed during day or night Lots of people like to use sleeve during the day and splint/brace at night Remove at least every 8 hours to give the skin air exposure
Elbow	Counterforce Strap (Tennis Elbow Strap) Example: Futuro Sport Tennis Elbow Support Example: Ergodyne ProFlex 500 Elbow Brace Strap or ProFlex 655 Neoprene Compression Arm Sleeve Strap	Moderate	Counterforce straps provide pain support by keeping pressure off inflamed muscles and distributing the load placed on them. This helps rest sore muscles and improves grip strength too.	Wear when performing activities that require a lot of gripping or work with the wrists/hands or when playing sports such as tennis or golf where a force is transmitted through the hands to the elbow. Do not wear all day/night. NOTE: It is possible to create more problems if the strap is too tight. For proper fit, make a fist before tightening the strap. This will help keep the tension at the correct level. If you have tingling or numbness in the hands, or if you feel that pain in the elbow is getting worse with use of a counterforce strap, stop using it.

Sleeping Positions:

Modifying your sleep position can help reduce elbow pain.

- If you typically sleep with elbows fully bent, you can be increasing tension on already irritating nerves and muscles. Try sleeping for a few nights with a DIY elbow splint. Click this link to see how to make your own: youtu.be/859UF0ivH0s

If this helps decrease your symptoms, there are special braces that you can buy to achieve this better position.



- Many people sleep with their head/pillow on their outstretched arm. If this is your typical position, you may be increasing your symptoms due to compression on nerves, blood vessels and muscles from the weight of your head. Try sleeping for a few nights hugging an extra pillow to see if this helps to decrease your symptoms.
- Getting good sleep is essential to decreasing pain. Need tips? Click on this link for more information on sleep: www.cdc.gov/sleep/about_sleep/index.html

Other Useful Links:

Sports Equipment:

- Choosing elbow friendly tennis racquets: supertennisracquet.com/best-tennis-racquets-for-tennis-elbow/
- Choosing elbow friendly pickleball paddles: pickleballspots.com/paddles/best-pickleball-paddles-for-tennis-elbow/
- 'Golfer's Elbow' – click this link for more tips specific to golf related elbow pain: newsnetwork.mayoclinic.org/discussion/expert-alert-getting-back-into-the-swing-of-golf/

Additional Exercise:

Another exercise to try for elbow pain is the Tyler Twist. This exercise requires a long, thin object you can grip comfortably with both hands. It is preferable to use a flexible item that still provides resistance while being twisted. A rolled-up towel can work. People practicing the Tyler Twist often use an exercise tool called a FlexBar (this can be purchased through Amazon).

Click this link to see a demonstration of this exercise: youtu.be/gskGbqA9aNo

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Musculoskeletal injury bogging you down? On-Site Solutions Physical Therapy is here to help. In addition to our Self-Management Guide series, we have a number of ways to help you work smarter, not harder. Our expert physical therapists understand how the workplace can affect the body and are experienced in dealing with sprain strain injuries. OSSPT services — including on-site injury prevention, triage and management, body mechanics training, ergonomic assessment and education — have been proven to decrease injury rates. Our website, social media channels and video libraries provide additional resources and support. Contact us today for more information on how we can help.

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Registered Name: On-Site Solutions Physical Therapy

DBA: On-Site Solutions Physical Therapy

Year of Incorporation: 2008

State of incorporation: Minnesota

Corporation Type: LLC

DUNS Number: 015623043

NAICS: 621340, 541690, 611430

Certifications: WBENC-WBE2001298

Typical Buyer Titles: Safety/Risk, Human Resources



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