

**EXHIBIT 4**

# P H E L P S

January 20, 2012

Dear Members of the Sleepy Hollow Planning Board:

The future for hospitals in Westchester is uncertain. Significant cuts in government reimbursement and a challenging economic climate threaten many hospitals' future viability. Further, healthcare delivery is changing as patients spend less time in the hospital; today many patients can have their needs met in their doctors' office or in other less acute settings. In response to these dynamic conditions, Phelps Memorial Hospital Center has undertaken several strategic initiatives to insure that it will thrive in the future and be accessible to the people and communities it serves.

The new Family Medicine Residency Program is one such strategic initiative - designed to protect the Hospital and the community's future. Developed and implemented with New York Medical College and Open Door Family Medical Centers, this new Residency Program will provide a pipeline of new Family Physicians at a time when demand will escalate at a very steep rate. With the aging of the Hospital's primary care medical staff and with the graying of the baby boom generation, competition for new Family Physicians is fierce. As a result, the new Residency Program, the first in New York in 15 years, will provide assure a new supply of physicians in the highly competitive physician recruiting marketplace, with Phelps and Sleepy Hollow now being a very attractive setting to practice.

The new Family Medicine Residency Program is the result of more than two years' work culminating in accreditation by the American College of Graduate Medical Education. Our initial class will be begin in July of 2012 and, to give you an indication of its scale, over 900 applications were received for six resident slots. We are hopeful that we will succeed in recruiting the best qualified medical students to the program and are in the process of ranking the 135 candidates who we interviewed.

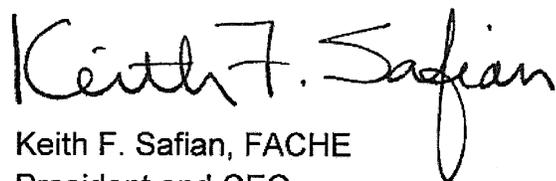
Central to the success of the Residency Program is the establishment of the Family Medicine Center, which Open Door hopes to situate at One New Broadway in Sleepy Hollow. It is in this facility that residents will experience their "continuity of care" rotations under the eye of the attending faculty. So critical is this facility to the program, that New York State awarded Phelps and Open Door nearly \$4 million to secure this facility and develop other critical elements of the program.

Phelps understands the parking challenge that the location presents and is prepared to provide parking at the hospital for the staff and residents and accommodate continuous shuttle transportation to and from the hospital to One New Broadway. A parking study has been conducted to make sure that sufficient parking is indeed available. Phelps is able to provide up to 40 spaces to accommodate the staff, residents, and physicians who will be working and practicing at the site.

Phelps is a vital resource to Sleepy Hollow and the surrounding communities. This Residency Program will help insure Phelps continues to serve its surrounding communities with highly qualified physicians in the growing field of Family Medicine.

We urge the Planning Board to allow the Open Door to use the One New Broadway site to serve this important program and our community.

Sincerely,

A handwritten signature in black ink that reads "Keith F. Safian". The signature is written in a cursive, flowing style.

Keith F. Safian, FACHE  
President and CEO

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