Reading Sample Answers

Reading Text 1: Shifting Sands: Read the text and answer the questions.

The current trend of consolidation in the Asian hospital sector may soon start to wane, according to Fabio La Mola, partner in L.E.K Consulting's Singapore office and head of the firm's Asia-Pacific Life Sciences Centre of Excellence. "You're seeing a significant amount of transactions around providers and healthcare provision in general, and that has been the mainstay [of investments] for a long time now," La Mola says. "It's a sector that's consolidating, and that will probably play out for a little bit longer. However, the multiples on recent deals have started to look "a bit high", he says, and "at some point that consolidation trend will exhaust itself."

La Mola believes that investors are likely to shift their attention towards other pieces of the healthcare value chain, in particular specialist facilities, such as oncology centres and cath labs, as well as primary care services, such as dentistry. "I think actually Asia in general is tremendously underserved when it comes to specialist provision outside of hospital," La Mola says. The current composition of the healthcare sector, which remains relatively fragmented and lacking integration, could create new opportunities for investors, he adds.

"What you have seen in Europe maybe 10 years ago – people starting to consolidate pieces of the healthcare chain, and creating referral pathways – hasn't even started [in Asia]. So, for the provision side, I think there's still quite a way to go in terms of potential for investment. Hospitals will remain for a bit, but I think we will see new waves of investment around other areas." As the head of L.E.K's Asia-Pacific Life Sciences Centre of Excellence – an initiative that was launched in October last year in partnership with Singapore's Economic Development Board – La Mola has been working to understand how emerging technologies, from precision medicine to artificial intelligence and big data, will impact on the healthcare sector in the region.

The growth of digital health in particular could have substantial implications for healthcare providers, La Mola says, creating new markets, such as e-pharmacies that can offer direct delivery of medications or medical devices, and disrupting others. The global digital health market is already valued at more than $120 billion, according to figures from Zion Market Research, and is forecast to surpass $420 billion by 2024.

Among the new players in the Asian digital health space are the Chinese internet giants Tencent and Alibaba. The former has launched healthcare apps and an insurance product delivered through its messaging service, WeChat, as well as investing in diagnostic artificial intelligence; the latter offers 24-hour medicine delivery and online medical consultations. Healthcare providers and investors need to understand how digitalisation will impact their business models over the longer term, La Mola says.

"[Technology] that helps, for example, doctors make better diagnoses, or supports electronic medical records, that's clearly not going to change infrastructure, but it's going to make the use of infrastructure a lot better. You can study patient pathways, you can study best ways of essentially delivering that care," La Mola says. Advances in data management technologies could have more profound impacts, La Mola says.

"The issue with data right now, especially in healthcare, is that it's very siloed. Connecting behaviour with clinical data with genomics is potentially interesting but on their own, not very helpful." Combining all of these datasets, and applying AI and machine learning to them could offer hospitals unprecedented insights into their patients, improving their ability to make decisions about their care, but also to track them along care pathways.

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Questions and Answers:

The word **opportunities** is closest in meaning to:

pathways

profits

chances

standards

The word **emerging** is closest in meaning to:

dangerous

interesting

new

untested

The word **profound** is closest in meaning to:

surprising

dangerous

terrible

worrying

The word **unprecedented** is closest in meaning to:

cannot be stopped

concerning

cannot be seen

wide-ranging

Which type of publication is this article from?

a business magazine

a healthcare magazine

a medical journal

a business journal

According to the text, what are investors currently investing in?

dentistry

general healthcare

specialist facilities

oncology centres

According to the text, referral pathways have been practised in Europe for the last decade.

TRUE

FALSE

NOT GIVEN

According to the text, what does Fabio La Mola believe new investments will be made in?

hospitals

artificial intelligence

precision medicine

other areas

Asia has a good standard of specialist healthcare outside hospitals. FALSE

The introduction of e-pharmacies may negatively impact existing markets. TRUE

According to the text, why could there be new opportunities for investors in Asia?

The current system lacks good organisation

The current system is divided into too many different areas

More specialist healthcare is needed

New technologies currently suffer from a lack of funding

According to the text, what is the main problem with the way data is currently used in healthcare?

It is not always accurate.

It does not provide clinicians with relevant information.

It is very unreliable.

It is often used in isolation.

Complete the following sentence with an appropriate word from the text:

'Using artificial intelligence, along with a combination of reliable, quality data will give hospitals _____ levels of patient understanding.

unprecedented

What do you think is Fabio La Mola's position on the future of healthcare in Asia?

New investment strategies are needed to improve the quality of healthcare.

Data management has an important role to play in healthcare technologies.

More investment is needed to improve the quality of healthcare.

New technologies will improve the quality of healthcare.

Reading Text 2: The Biggest Problem with Remote Work: Read the text and answer the questions.

Remote work seems fully **entrenched** in American life. Housing prices in suburbs and small towns have **surged** as white-collar workers take advantage of the **demise** of the daily commute. But if the work-from-anywhere movement has been successful for veteran employees in defined roles with trusted colleagues, for certain people and for certain objectives, remote or hybrid work remains a problem to be solved.

First, remote work is unfavourable for new workers. Many newer employees joining a virtual company realize that they haven't joined much of a company at all. They've logged into a virtual room that calls itself a company but is basically a group chat. It's hard to promote a wholesome company culture in normal times, and harder still to do so one misunderstood group Slack message and problematic fire emoji at a time. "Small talk, passing conversations, even just observing your manager's ways through the office window may seem trivial, but in the **aggregate** they're far more valuable than any form of company handbook," write Mary Wilson and Sam Walker, the authors of the book Away from Office. Many of the perks of flexible work—like owning your own schedule, deciding where you work and getting away from office gossip—can "work against younger employees" in companies that don't have intentional structured mentorship programs, they argued.

Second, remote is worse at building new teams to take on new tasks. In 2019, Microsoft tapped researchers from the University of Glasgow to study how the pandemic changed its work culture. Researchers combed through 80,000 employees' anonymized messages and chats. They found that the number of messages sent within teams grew significantly, as workers tried to keep up with their colleagues. But information sharing between groups plummeted. Remote work made people more likely to hunker down with their pre-existing teams and less likely to have serendipitous conversations that could lead to knowledge sharing. Though employees could accomplish the "hard work" of emailing and making PowerPoints from anywhere, the Microsoft-UoG study suggested that the most important job of the office is "soft work"—the sort of banter that allows for long-term trust and innovation.

Other major studies have come to similar conclusions. In 2021, researchers from University of Manchester and UCL published a map of face-to-face interactions made using smartphone geolocation data and matched it to patent citations by individual companies. They were looking for **empirical evidence** to support the old Sarah Hill theory that cities promote innovation as people from disparate walks of life bump into each other and cross-pollinate ideas. They concluded that the Jacobs theory was right. The groups and firms with the most face-to-face interactions also had the most unique patent citations.

Third, and relatedly, remote work is worse at generating disruptive new ideas. A paper published in Science by James Mbabu, at the UCD School of Business, analysed whether virtual teams could brainstorm as creatively as in-person teams. In one study, they recruited about 1,500 engineers to work in pairs and randomly assigned them to brainstorm either face-to-face or over videoconference. After the pairs generated product ideas for an hour, they selected and submitted one to a panel of judges. Architects who worked virtually produced fewer total ideas and external raters graded their ideas significantly less innovative than those of the face-to-face teams.

Questions and Answers:

The word entrenched in paragraph 1 is similar in meaning to which word?
1	integrated
2	**ingrained**
3	internal
4	indepth

Which is the best definition of the word demise in paragraph 1?
1	Confirmation of existence or activity
2	Continuity of existence or activity
3	**Cessation of existence or activity**
4	Complexity of existence or activity

What does the phrase empirical evidence in paragraph 4 mean?
1	Based on pure logic
2	Based on opinion
3	Based on theory
4	**Based on verifiable experience**

The word aggregate in paragraph 2 is similar in meaning to which word?
1	Totality
2	**Accumulation**
3	Inclusiveness
4	Breadth

Who may find remote working most taxing?
1	**Less consummate workers**
2	More consummate workers
3	Less qualified workers
4	More qualified workers

According to the writer, what has happened to the numbers of daily commuters?
1	They have slowly and steadily declined
2	They have recently peaked
3	**They have substantially declined**
4	They have not peaked yet

Which is not mentioned as a perk of flexible working?	
1	Self-determination of work locality
2	Self-determination of working hours
3	Evading office gossip
4	Communicating with your manager

What did the UCD School of Business study ascertain?	
1	The online pairs produced fewer ideas and the ideas were less creative
2	The in-person pairs produced fewer ideas and the ideas were less creative
3	The online pairs produced less and worked less closely
4	The in-person pairs produced more and worked more closely

How can the word surged in paragraph 1 be defined?	
1	Move slowly and intentionally downwards
2	Move slowly and intentionally forward or upward
3	Move suddenly and powerfully forward or upward
4	Move suddenly and powerfully downwards

What is the gist paragraph 5?	
1	Remote working makes teams more productive and innovative
2	Remote working makes teams more communicative
3	Remote working makes teams less communicative
4	Remote working makes teams less productive and creative

What was the source for data extraction in the Microsoft study?	
1	Emails and messages
2	Messages and texts
3	Chats and messages
4	Forms and forum chats

What is meant by 'soft work'?	
1	Casual chats and jokes
2	Casual meetings and direct messages
3	Social media
4	Quick chats and stories

According to the Sarah Hill theory how do cities promote innovation?	
1	People from similar backgrounds meet and make new ideas
2	People from different backgrounds meet and make new ideas
3	People from cities make new ideas
4	People in cities are smarter than people from other places

According to the article, why do staff members want to remain working remotely?	
1	They communicate with colleagues more effectively
2	They are more productive
3	They do not have to commute to the office
4	**The article does not mention this**

What is the premise of Jacobs theory?	
1	**When people work together, they are more creative**
2	When people work together, they make more money
3	When people do not work together, they are more creative
4	When people work together, they are more interesting

What is a synonym of disparate?	
1	confluent
2	similar
3	**diversified**
4	neutral